

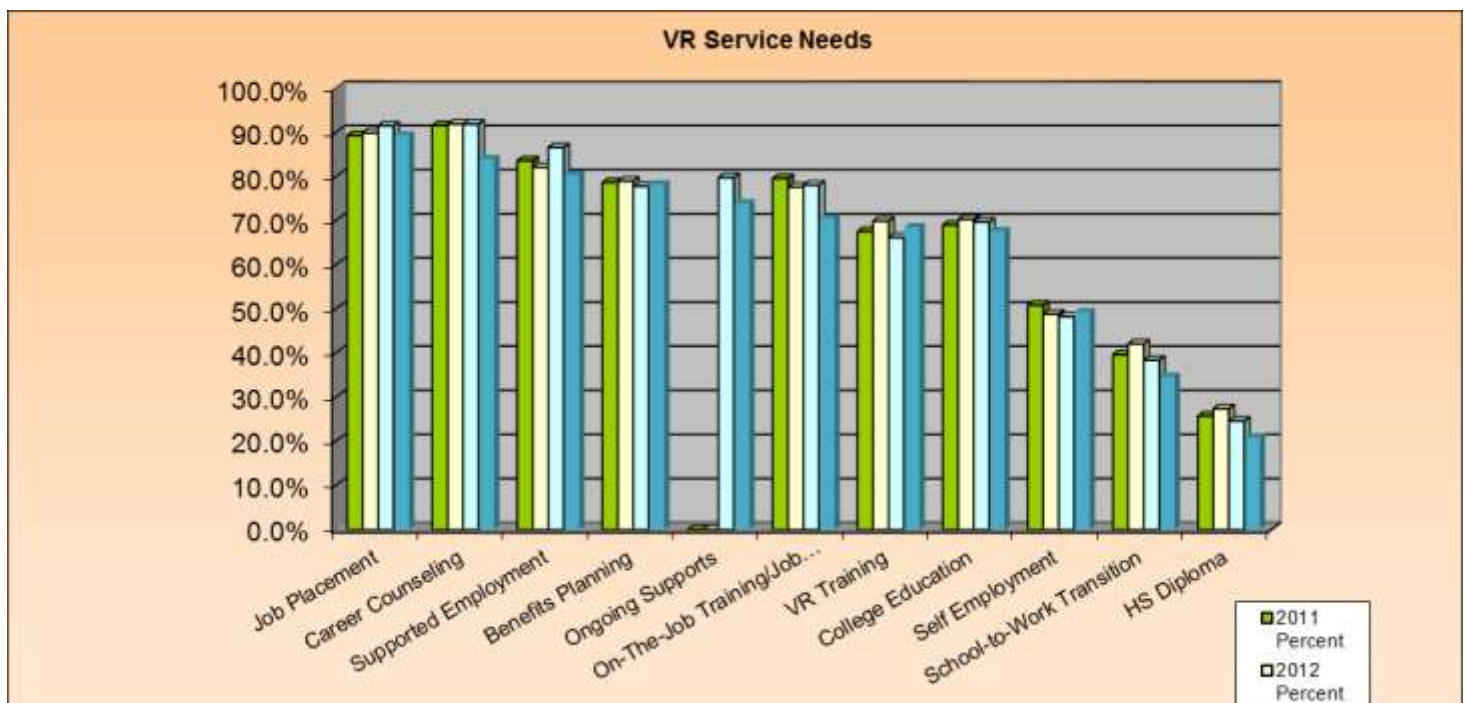


**Creating Opportunities For
Independent Living And Work**

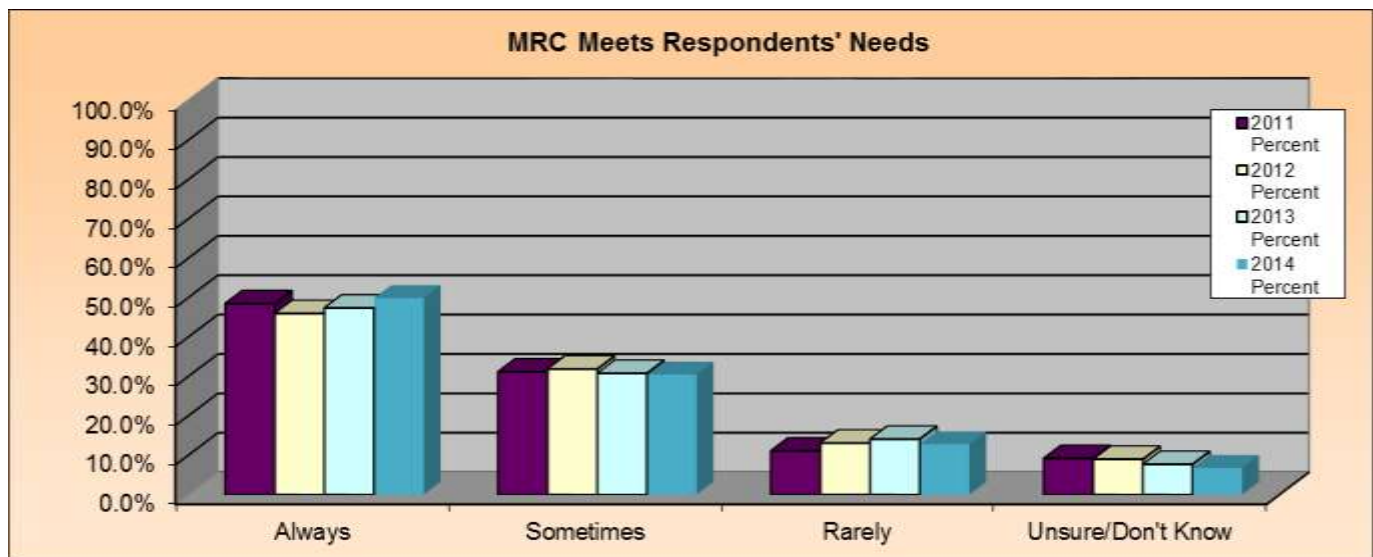
**2014 Comprehensive Statewide Vocational Rehabilitation
Consumer Needs Assessment**

Appendix

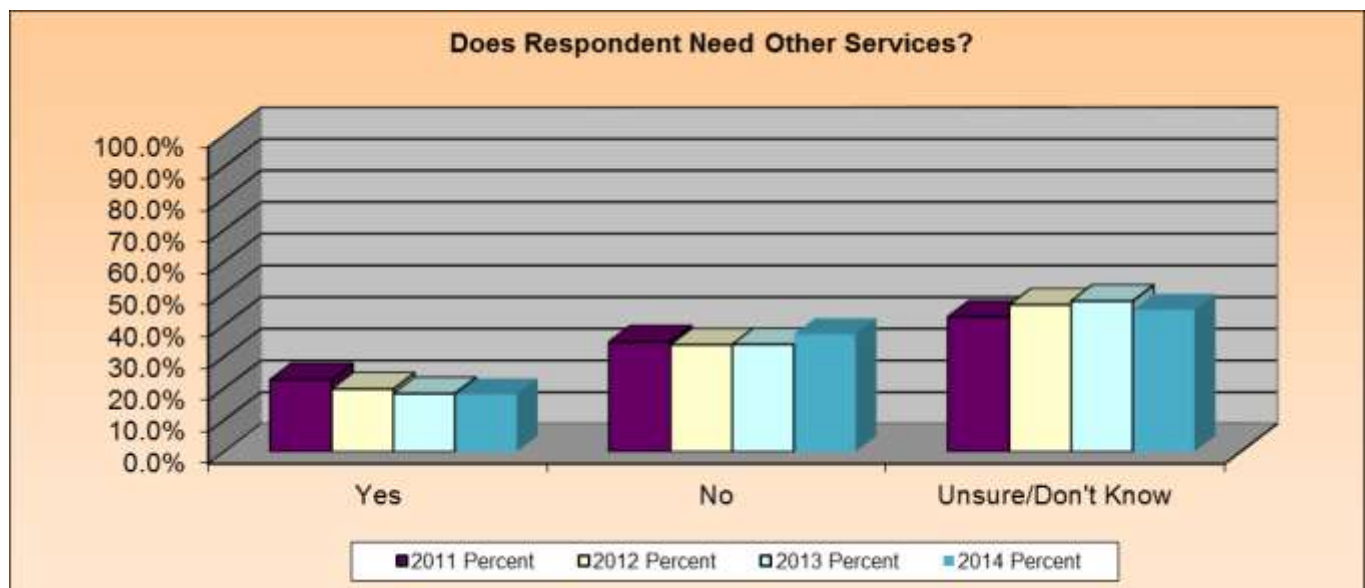
VR Service Needs					
Respondents Answering Very or Somewhat Important					
Need Area	2011 Percent	2012 Percent	2013 Percent	2014 Percent	4 Year Variance
Job Placement	89.3%	89.9%	91.5%	89.4%	0.05%
Career Counseling	91.6%	91.9%	91.9%	84.0%	-7.60%
Supported Employment	83.6%	82.1%	86.6%	80.4%	-3.20%
Benefits Planning	78.7%	79.0%	77.8%	78.3%	-0.37%
Ongoing Supports	NA	NA	79.8%	74.0%	NA
On-The-Job Training/Job Coaching	79.6%	77.6%	78.1%	70.6%	-8.97%
VR Training	67.6%	69.9%	66.2%	68.6%	1.00%
College Education	69.0%	70.3%	69.7%	67.7%	-1.34%
Self Employment	50.9%	48.8%	48.3%	49.3%	-1.58%
School-to-Work Transition	39.6%	42.1%	38.4%	34.7%	-4.95%
HS Diploma	25.7%	27.4%	24.6%	20.9%	-4.85%



MRC Meets Respondent's Needs					
Need Area	2011 Percent	2012 Percent	2013 Percent	2014 Percent	Variance
Always	48.5%	46.0%	47.4%	49.9%	1.4%
Sometimes	31.2%	31.9%	30.8%	30.5%	-0.7%
Rarely	11.1%	13.1%	14.1%	12.8%	1.7%
Unsure/Don't Know	9.2%	9.0%	7.7%	6.8%	-2.4%

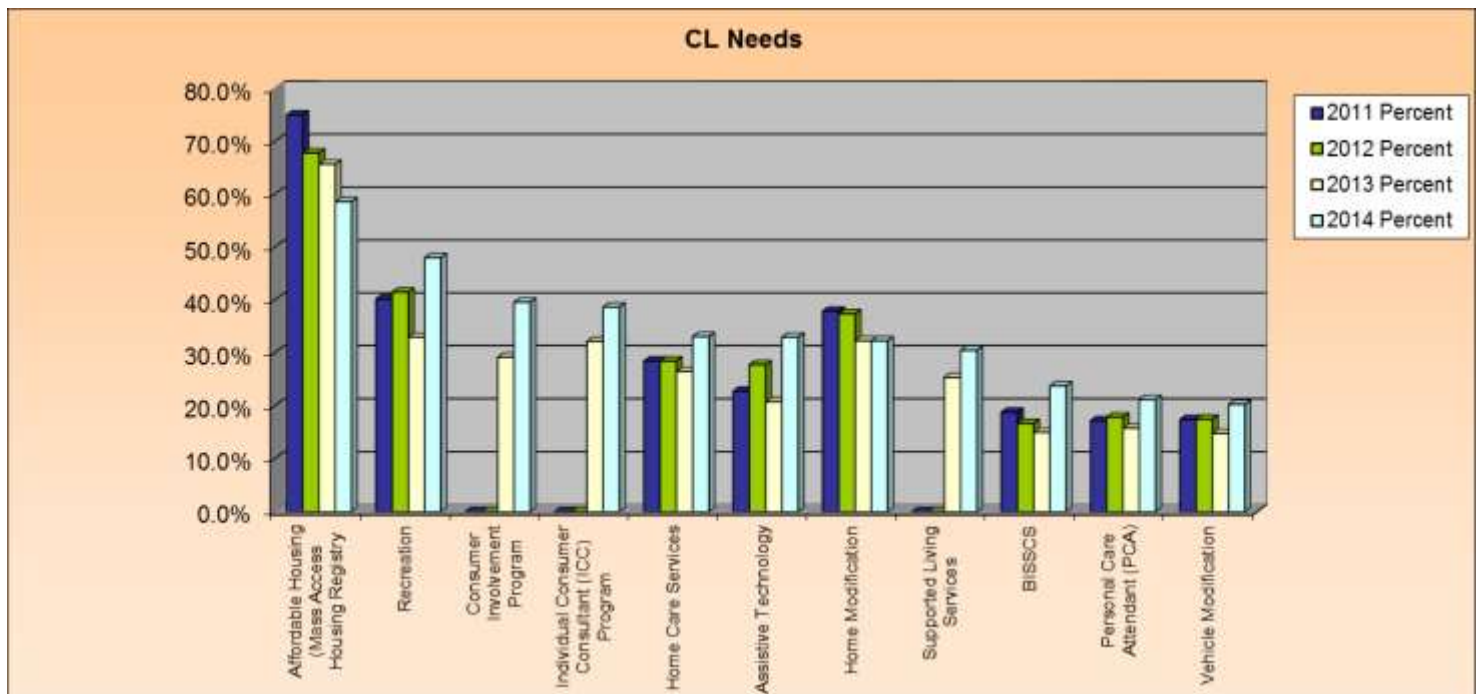


Does Consumer Need Other Services?					
	2011 Percent	2012 Percent	2013 Percent	2014 Percent	Variance
Yes	22.8%	19.8%	18.4%	18.1%	-4.7%
No	34.7%	33.8%	33.9%	37.1%	2.4%
Unsure/Don't Know	42.6%	46.4%	47.6%	44.8%	2.2%



How satisfied are you with your involvement in the development of your MRC Individualized Plan for Employment (IPE)?			
Answer Options	Response Percent	Response Count	2013 Percent
1 = Very Satisfied	50.4%	562	49.6%
2 = Somewhat Satisfied	28.9%	322	28.9%
3 = Somewhat Dissatisfied	9.5%	106	11.0%
4 = Very Dissatisfied	11.3%	126	9.5%

Community Living Needs					
Respondents Answering Very or Somewhat Important					
Need Area	2011 Percent	2012 Percent	2013 Percent	2014 Percent	Variance
Affordable Housing (Mass Access Housing Registry)	75.0%	67.8%	65.7%	58.6%	-16.4%
Recreation	40.2%	41.5%	33.0%	48.0%	7.8%
Consumer Involvement Program	NA	NA	29.2%	39.6%	NA
Individual Consumer Consultant (ICC) Program	NA	NA	32.2%	38.7%	NA
Home Care Services	28.5%	28.5%	26.5%	33.1%	4.6%
Assistive Technology	22.8%	27.8%	20.8%	33.0%	10.2%
Home Modification	37.9%	37.4%	32.3%	32.3%	-5.6%
Supported Living Services	NA	NA	25.4%	30.5%	NA
BISSCS	18.8%	16.7%	15.0%	23.8%	5.0%
Personal Care Attendant (PCA)	17.2%	17.9%	15.8%	21.2%	4.0%
Vehicle Modification	17.4%	17.5%	14.8%	20.3%	2.9%



* Multiple Response Category: Percentages do not equal 100%

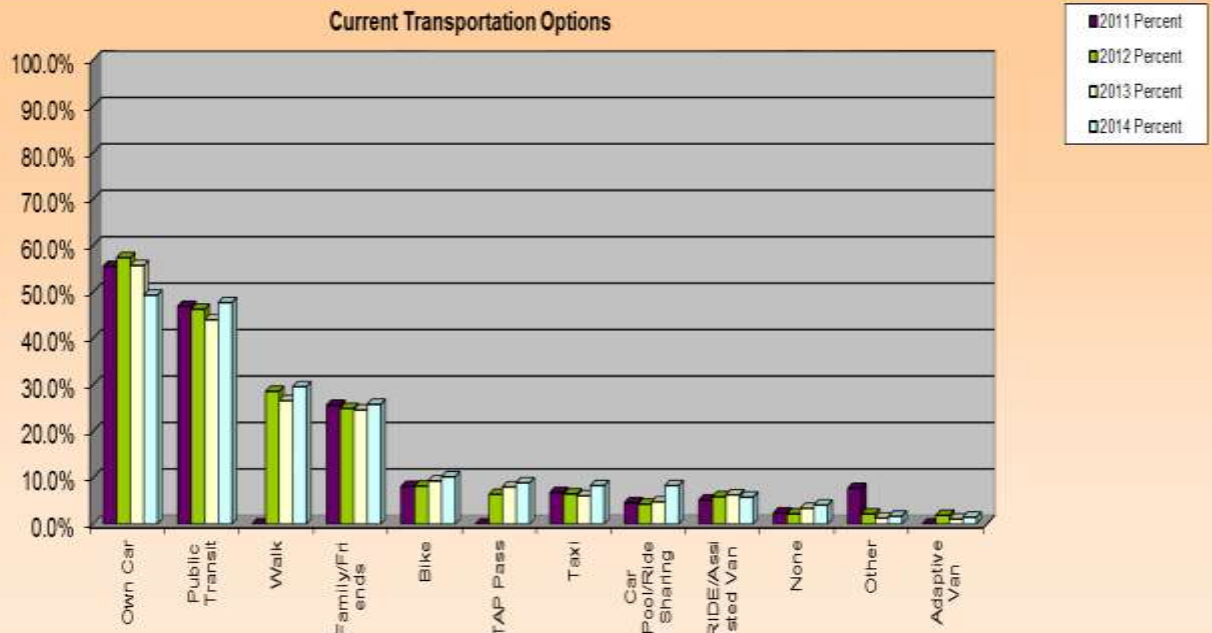
MRC Services Assist With Maintaining Independence					
Answer Options	Response	Response	2013	2012	2011
1 = Not At All Helpful	10.2%	111	12.1%	12.5%	9.8%
2 = Somewhat Helpful	26.7%	289	28.4%	26.9%	29.2%
3 = Extremely Helpful	34.7%	376	26.3%	29.5%	30.4%
4 = Not Applicable/Unsure/Don't Know	28.3%	307	33.1%	31.1%	30.6%

Are you aware of the Independent Living Center (ILC) in your area run by people with disabilities?

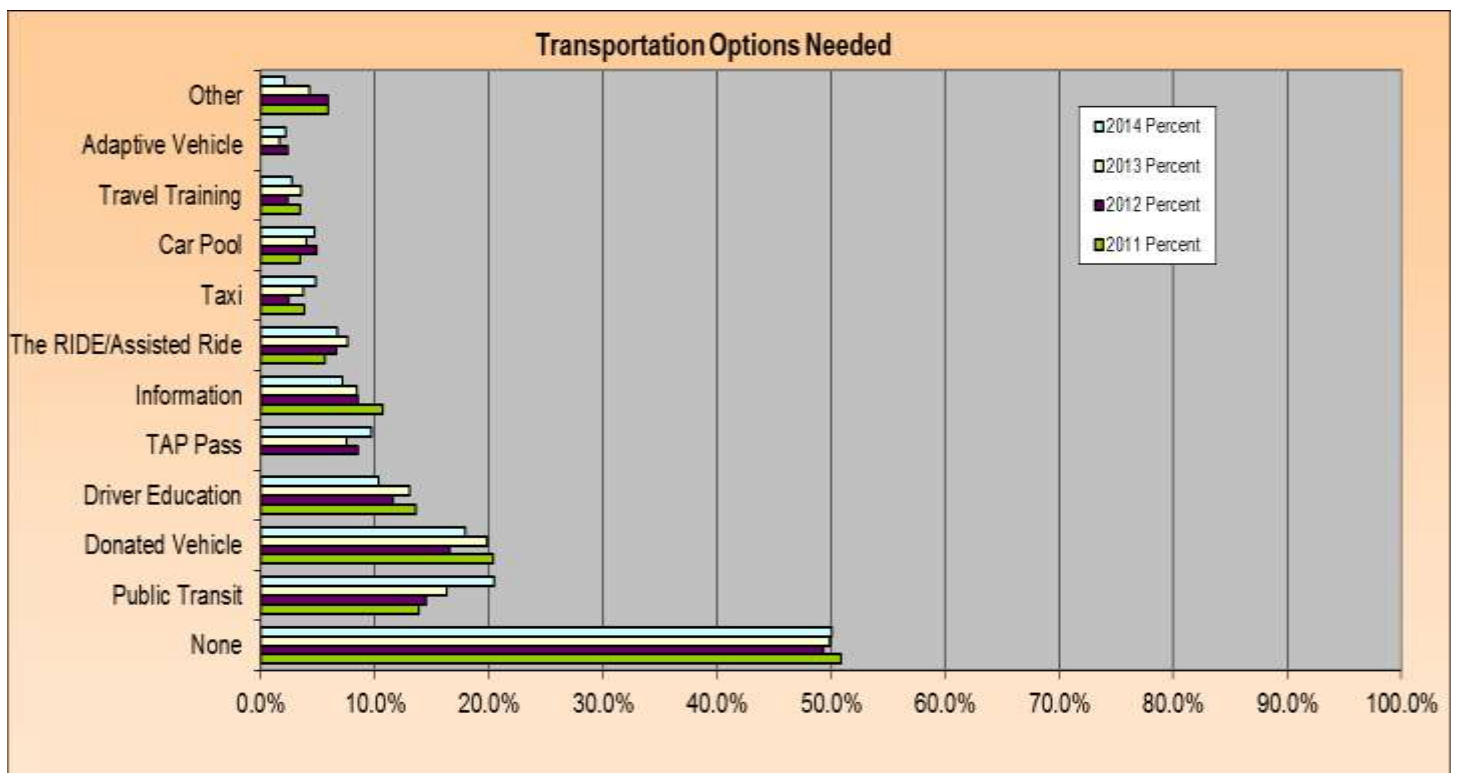
Answer Options	Response Percent	Response Count	2013 Percent
Yes	31.6%	333	33.6%
No	68.4%	722	66.4%

Transportation Options Currently Used*					
Need Area	2011 Percent	2012 Percent	2013 Percent	2014 Percent	4 Year Variance
Own Car	55.5%	57.4%	55.7%	49.3%	-6.2%
Public Transit	46.9%	46.3%	44.0%	47.7%	0.8%
Walk	NA	28.6%	26.6%	29.6%	NA
Family/Friends	25.6%	24.9%	24.6%	25.8%	0.2%
Bike	8.1%	8.2%	9.3%	10.2%	2.1%
TAP Pass	NA	6.4%	8.0%	8.9%	NA
Taxi	6.8%	6.5%	6.1%	8.3%	1.5%
Car Pool/Ride Sharing	4.6%	4.3%	4.8%	8.3%	3.7%
RIDE/Assisted Van	5.2%	5.9%	6.3%	5.8%	0.6%
None	2.4%	2.2%	3.4%	4.1%	1.7%
Other	7.7%	2.2%	1.3%	1.7%	-6.0%
Adaptive Van	NA	1.9%	1.1%	1.5%	NA

Current Transportation Options

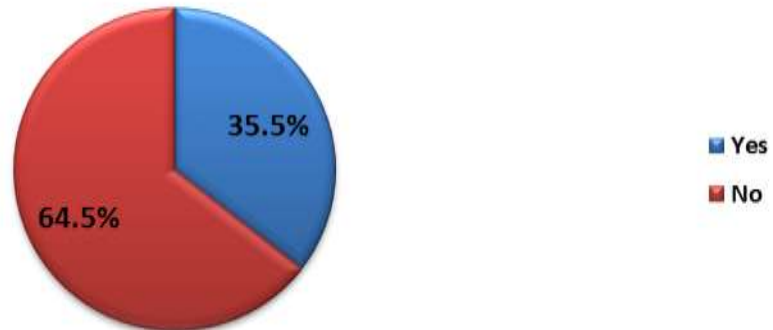


Transportation Options Needed*					
Need Area	2011 Percent	2012 Percent	2013 Percent	2014 Percent	4 Year Variance
None	50.9%	49.3%	49.9%	50.1%	-0.8%
Public Transit	13.9%	14.5%	16.3%	20.5%	6.6%
Donated Vehicle	20.4%	16.6%	19.8%	17.9%	-2.5%
Driver Education	13.6%	11.6%	13.1%	10.3%	-3.3%
TAP Pass	NA	8.5%	7.5%	9.7%	NA
Information	10.7%	8.5%	8.4%	7.2%	-3.5%
The RIDE/Assisted Ride	5.6%	6.6%	7.6%	6.7%	1.1%
Taxi	3.8%	2.5%	3.7%	4.8%	1.0%
Car Pool	3.5%	4.9%	4.0%	4.7%	1.2%
Travel Training	3.5%	2.4%	3.6%	2.7%	-0.8%
Adaptive Vehicle	NA	2.4%	1.7%	2.2%	NA
Other	5.9%	5.9%	4.3%	2.1%	-3.8%
* Multiple Response Category: Percentages do not equal 100%					

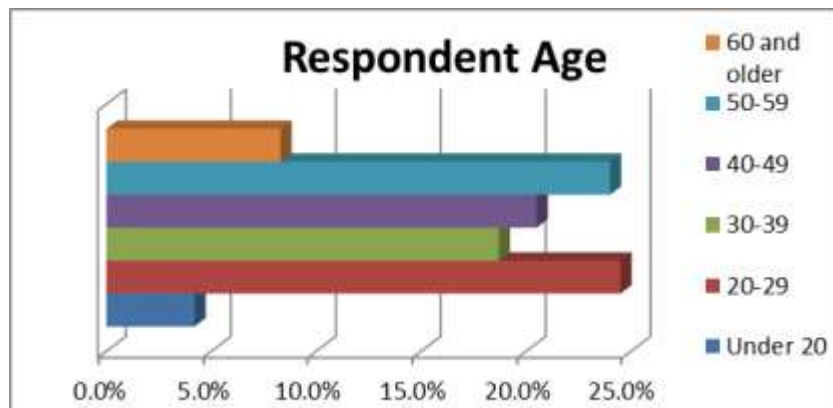


Is transportation a barrier to you obtaining employment?					
Answer Options		2014 Response %	2014 Response #	2013 Percent	2012 Percent
Yes		35.5%	383	32.4%	29.9%
No		64.5%	696	67.6%	70.1%

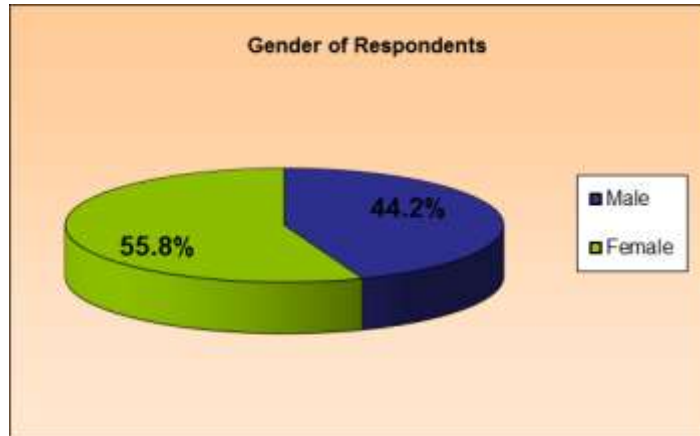
Does Transportation Pose a Barrier to Employment?



Age Distribution of Respondents		
Age	2014 Percent	#
Under 20	4.2%	55
20-29	24.5%	323
30-39	18.7%	246
40-49	20.5%	270
50-59	24.0%	316
60 and older	8.3%	109



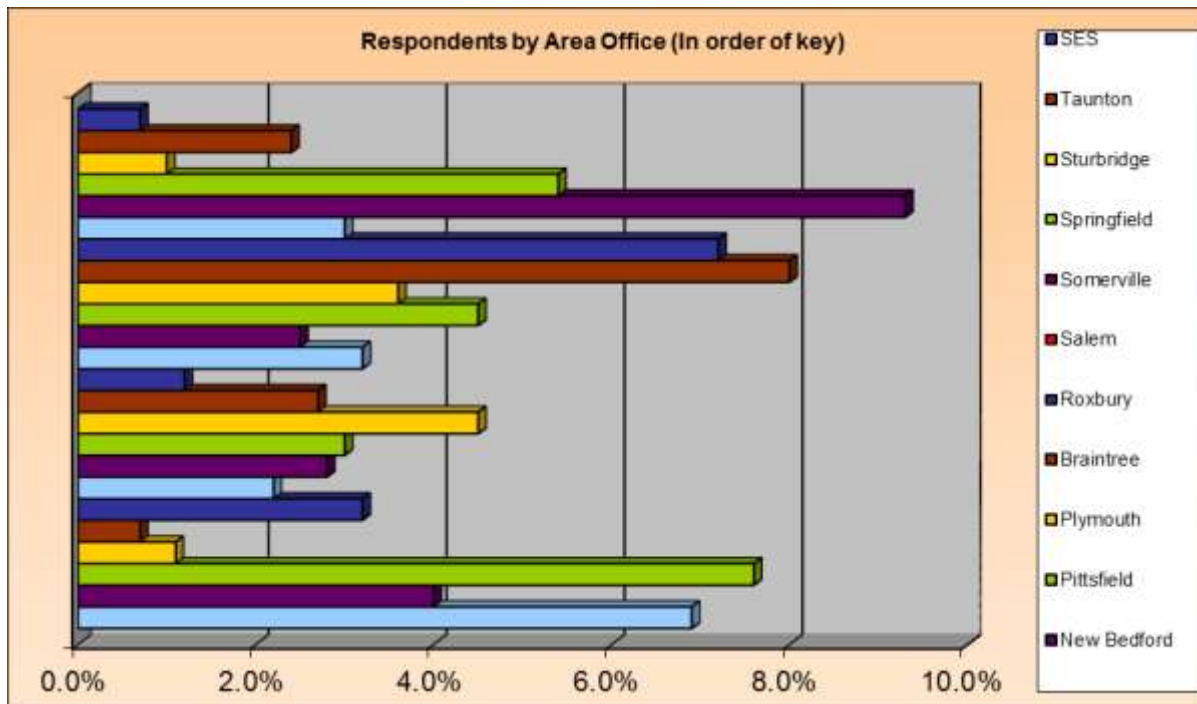
Gender of Respondents		
	2014 Percent	#
Male	44.2%	583
Female	55.8%	736



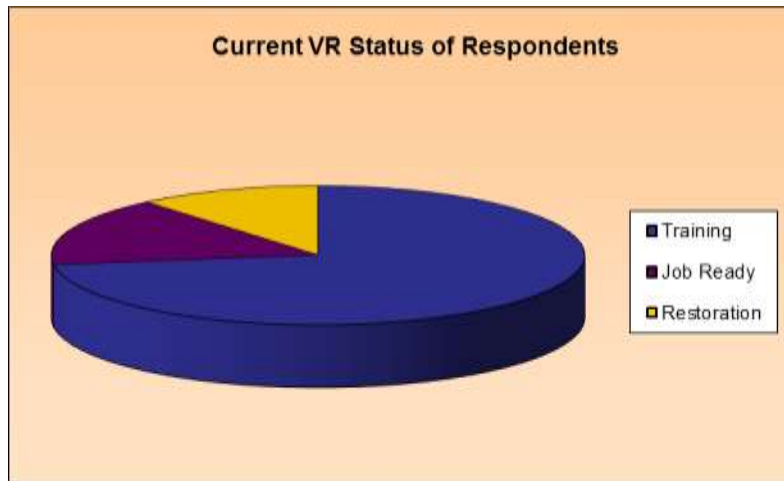
Preferred Method of Contact		
Contact Method	2014 Percent	#
Email	63.9%	838
Face to Face Communication	40.1%	526
Cellphone	25.2%	331
Mail	17.2%	226
Phone (Home/Work)	14.8%	194
Text Message	9.6%	126
Other	1.9%	25

Current VR Status of Respondents		
Status	2014 Percent	#
Training	66.7%	880
Job Ready	14.7%	194
Restoration	10.2%	134
Job Placement	4.8%	63
Interrupted Service	2.2%	29
IPE Completed	1.4%	19

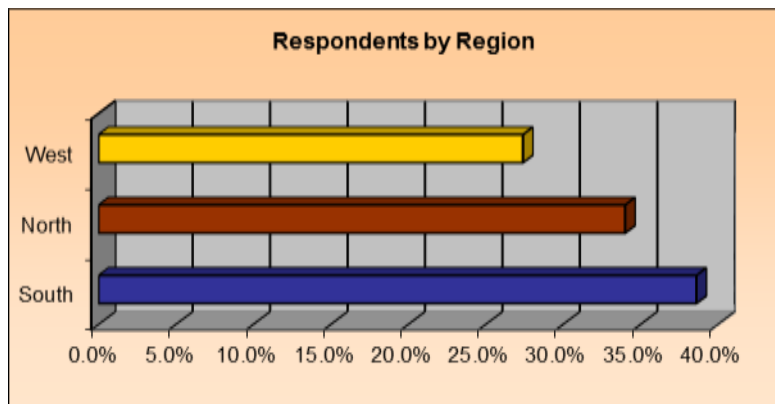
Respondents by Area Office			
	2014 Percent	#	
Boston	6.9%	91	6.7%
Brockton	4.0%	53	4.3%
Brookline (Closed 10/2014)	7.6%	100	7.4%
Fall River	1.1%	15	0.4%
Fitchburg	0.7%	9	0.9%
Framingham	3.2%	42	3.1%
Greenfield	3.2%	42	4.7%
Holyoke	2.2%	29	2.1%
Cape & Islands	2.8%	37	2.8%
Lawrence	3.0%	40	3.9%
Lowell	4.5%	60	4.3%
Malden	2.7%	36	2.1%
Milford	1.2%	16	1.5%
New Bedford	2.5%	33	2.9%
Pittsfield	4.5%	59	3.8%
Plymouth	3.6%	47	4.1%
Braintree	8.0%	106	6.8%
Roxbury	7.2%	95	6.6%
Salem	3.0%	39	3.9%
Somerville	9.3%	123	10.7%
Springfield	5.4%	71	3.3%
Sturbridge	1.0%	12	1.2%
Taunton	2.4%	32	3.1%
Worcester	9.3%	123	8.7%
SES	0.7%	9	0.7%



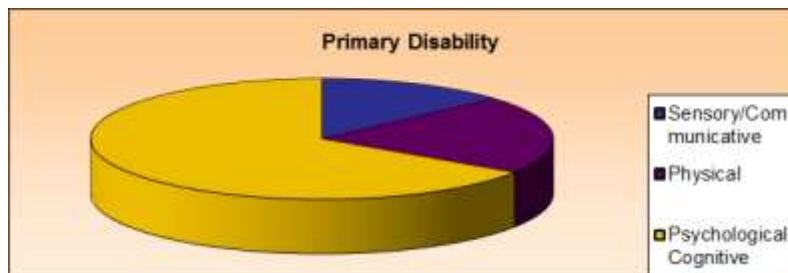
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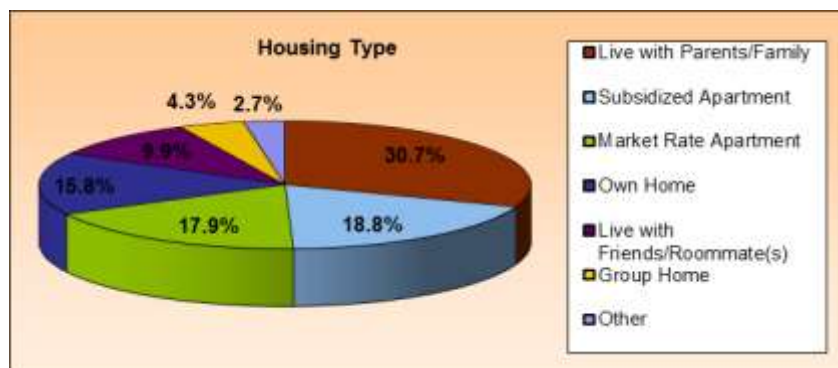
Respondents by Region		
	2014 Percent	#
South	38.6%	509
North	34.0%	449
West	27.4%	361



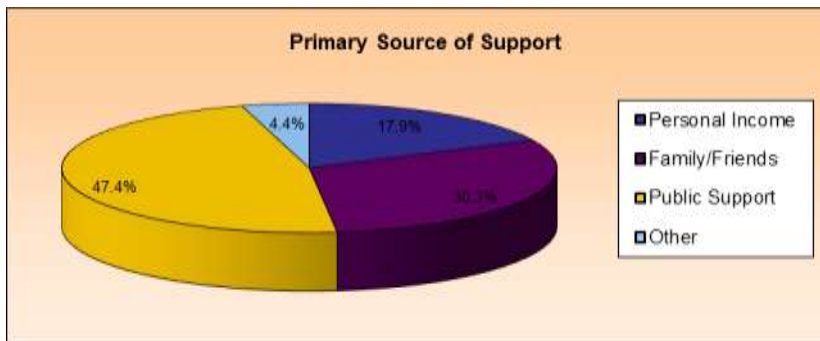
Primary Disability of Respondents		
Disability	2014 Percent	#
Sensory/Communicative	13.3%	175
Physical	21.1%	278
Psychological/Cognitive	65.6%	866



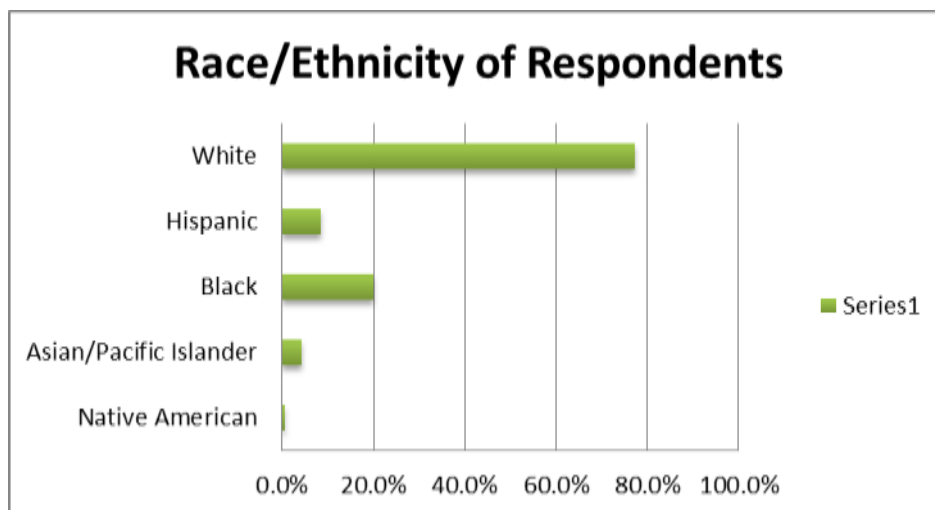
Current Housing of Respondents		
Housing Type	2014 Percent	#
Live with Parents/Family	30.7%	401
Subsidized Apartment	18.8%	245
Market Rate Apartment	17.9%	233
Own Home	15.8%	206
Live with Friends/Roommate(s)	9.9%	129
Group Home	4.3%	56
Other	2.7%	35



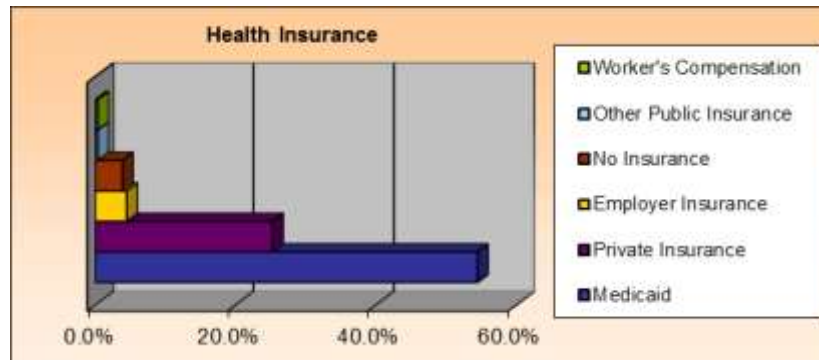
Respondents' Primary Source of Support		
	2014 Percent	#
Personal Income	17.9%	236
Family/Friends	30.3%	400
Public Support	47.4%	625
Other	4.4%	58



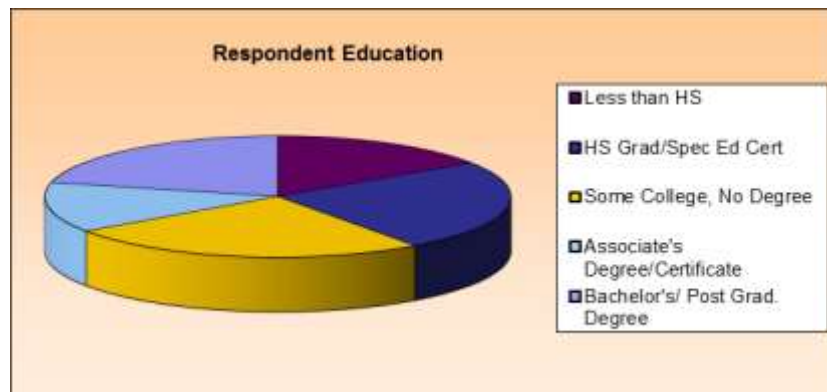
Race/Ethnicity of Respondents		
Race/Ethnicity	2014 Percent	#
Native American	0.5%	7
Asian/Pacific Islander	4.2%	55
Black	19.9%	263
Hispanic	8.5%	112
White	77.4%	1021



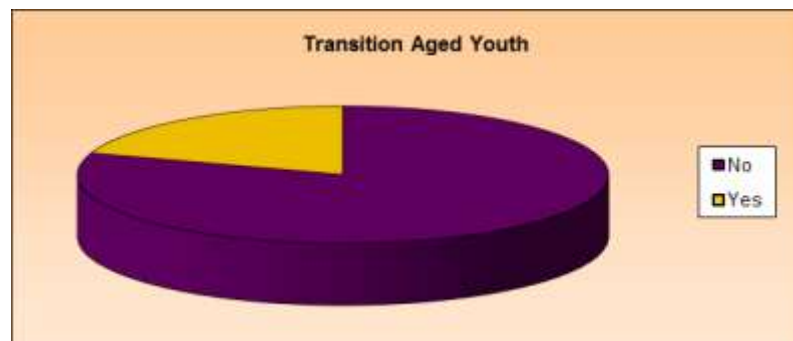
Health Insurance Type at Application		
Insurance	2014 Percent	#
Medicaid	54.5%	719
Private Insurance	25.3%	334
Medicare	19.2%	253
Employer Insurance	4.5%	60
No Insurance	3.9%	51
Other Public Insurance	0.4%	5
Worker's Compensation	0.4%	5



Education of Respondents at Application		
	2014 Percent	#
Less than HS	15.6%	206
HS Grad/Spec Ed Cert	24.4%	321
Some College, No Degree	25.3%	333
Associate's Degree/Certificate	13.4%	177
Bachelor's/ Post Grad. Degree	21.3%	281



Transition Aged Youth 16-22		
	2014 Percent	#
No	80.1%	1057
Yes	19.9%	262



MRC Referral Source		
Referral Source	2014	#
Elementary/Secondary School	13.0%	171
College/University	2.7%	35
Public or Private Medical Health Provider	7.7%	102
State Welfare Agency (DTA)	0.7%	9
Community Rehabilitation Provider/Program	9.9%	130
Social Security Administration	1.3%	17
Career Center	2.5%	33
Self-Referral	42.8%	565
Other Sources	19.3%	254
Family/Friends	0.2%	2
Public or Private Mental Health	0.1%	1

How long have you been receiving services from MRC?		
Answer Options	2014 #	%
Less than 1 year	25.8%	337
1 to 2 years	33.1%	433
3 to 4 years	25.6%	334
5 to 9 years	10.9%	142
10 years or more	4.7%	61

Open Ended Responses: Other Services Needed	
Need	# of Responses
Affordable, Accessible Housing	38
Job Training/Education	16
Other Supportive Services (DMH, DDS, etc.)	16
Job Search Assistance/Networking	15
Transportation	15
Information About Available Services	14
Financial Assistance	12
MRC Counseling	12
Job Placement Services	11
Assistive Technology	7
Self-Employment/Assistance Starting a Business	7
Health Insurance/Information about Health Care	5
Donated Vehicle Program	4
Job Coaching	4
CORI Support	4
Mental Health Counseling	4
Driver's Education	3
Benefits Planning	3
Career Assessment	3
On-The-Job Training	3
Home Care Services	2
Services from Independent Living Centers	2
Support Groups	2
Tutoring	2
Home Accessibility Modifications	2
Clothing for Interviews	2
Social/Recreation Opportunities	2
Communication	2
Coordination with Other Agencies	2
LD/ADHD Services	1
Coordination with College Disability Office	1
Employer Partnerships	1
Legal Assistance	1
Family Counseling	1
Ongoing Support Services	1
Travel Training	1
Service Dog	1
Soft Skills Training	1
Speech Therapy	1

Open Ended Responses: Most Important Service Not Receiving	
Need	# of Responses
Career Counseling/Job Search Assistance	68
Affordable/Accessible Housing	65
Job Placement Services	56
Education/Job Training	44
Tuition Assistance/Waiver	35
Transportation	34
MRC Counseling and Guidance	29
Donated Vehicle Program	24
Financial Assistance/Public Support	17
Information on Services	16
Assistive Technology	13
Self-Employment Assistance	9
Meeting with Counselor	9
Services from Other Agencies	8
Driver's Education	7
School/Work Supplies	6
Transportation Access Pass	6
Home Care Services	6
Benefits Planning	5
Independent Living Services	4
Legal/CORI Assistance	4
Job Coaching	4
Other	3
Mental Health Counseling	3
Health Care	3
Ongoing Support Services	2
Vocational Assessment	2
On-The-Job Training	2
Tutoring Services	1
Service Dog	1
LD/ADHD Support Group	1
Adaptive Vehicle	1
Internship	1
Web-Based Training	1
Social/Recreational/Networking Opportunities	1

Open Ended Responses: Most Important Service Receiving	
Most Important Service Received	# of Responses
Job Search/Placement	162
Tuition Assistance/Waiver	149
Education/Job Training	111
MRC Counseling & Guidance	71
Not Receiving Services	60
Did Not Specify	52
Assistive Technology	45
Transportation Services	24
Financial Assistance/Support	18
School/Work Supplies	14
Case Management/Services from Other Agencies and Providers	11
Benefits Planning	10
Job Coaching	7
Affordable, Accessible Housing	6
Assistance Starting a Business/Self-Employment	6
Home Care Services	6
Job Readiness Training	6
Ongoing Employment Support Services	5
Driver Education	4
ASL Speciality Counselor	3
Information on Services	3
LD/ADHD Support Group	3
Job Club	2
Adaptive Vehicle	2
Independent Living Services	2
Donated Vehicle Program	1
Vocational Assessment	1
On-The-Job Training	1
Tutoring	1
CORI Assistance	1
CVS Pharmacy Tech Program	1
Internship Experience	1
Vehicle Modification	1

Open Ended Responses: Reasons for Why Transportation Is A Barrier to Employment	
Reason	# of Responses
No Access to Jobs in Areas Without Transportation	49
Cost of Transportation	39
Not A Barrier	38
Reliability/Time to Travel on Public Transit/The RIDE	36
Need a Car	35
Need Driver's Education/Need Driver's License	23
Distance to Jobs/Location	19
Potentially a Barrier	19
Available Jobs Require a Car	18
Health Conditions/Nature of Disability	15
Other	15
Must Rely on Others for Transportation	13
Fear of Driving/Using Public Transit	4
Lost License Because of DUI	2
Only Can Telecommute	2
Need Travel Training	1
No Parking Available	1
Weather Conditions	1

RSA Disability Impairment	High Level Disability Category
Blindness	Sensory/Communicative
Other Visual Impairments	Sensory/Communicative
Deafness, Primary Communication Visual	Sensory/Communicative
Deafness, Primary Communication Auditory	Sensory/Communicative
Hearing Loss, Primary Communication Visual	Sensory/Communicative
Hearing Loss, Primary Communication Auditory	Sensory/Communicative
Other Hearing Impairments (Tinnitus, Meniere's Disease, hyperacusis, etc.)	Sensory/Communicative
Deaf - Blindness	Sensory/Communicative
Communicative Impairments (expressive/receptive)	Sensory/Communicative
Mobility Orthopedic/Neurological Impairments	Physical/Orthopedic
Manipulation/Dexterity Orthopedic/Neurological Impairments	Physical/Orthopedic
Both mobility and Manipulation/Dexterity Orthopedic/Neurological Impairments	Physical/Orthopedic
Other Orthopedic Impairments (e.g., limited range of motion)	Physical/Orthopedic
Respiratory Impairments	Physical/Orthopedic
General Physical Debilitation (fatigue, weakness, pain, etc.)	Physical/Orthopedic
Other Physical Impairments (not listed above)	Physical/Orthopedic
Cognitive Impairments (impairments involving learning, thinking, processing information and concentration)	Psychological/Cognitive
Psychosocial Impairments (interpersonal and behavioral impairments, difficulty coping)	Psychological/Cognitive
Other Mental Impairments	Psychological/Cognitive



VOCATIONAL REHABILITATION SERVICES

Year in Review July 1, 2013 – June 30, 2014

Massachusetts Rehabilitation Commission

3,653 citizens with disabilities have been successfully placed into competitive employment based on their choices, interests, needs and skills.

The earnings of these rehabilitated employees in MA in the first year were \$63.8 million.

Estimated public benefits savings from people rehabilitated in MA were \$27.4 million.

Average Hourly Wage	\$12.67
Average Work Hours Weekly	26.5

*The returns to society based on increases in lifetime earnings range from \$14 to \$18 for each \$1 invested in the MRC Vocational Rehabilitation program.

*\$5 is returned to the government in the form of increased taxes and reduced public assistance payments for every \$1 invested in the MRC Vocational Rehabilitation program.

**Based on 2004 Commonwealth Corporation Study.*

Who Are Our Consumers?

Psychiatric Disabilities	37.6%
Substance Abuse	8.8%
Orthopedic Disabilities	10.4%
Learning Disabilities	20.8%
Developmental Disabilities	2.2%
Deaf and Hard of Hearing	6.7%
Neurological Disabilities	2.6%
Traumatic Brain Injury	2.0%
Other Disabilities	8.9%

Average Age	34
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Female	47.2%
Male	52.8%

Asian/Pacific Islander	3.8%
Black	16.6%
Hispanic	10.2%
Native American	.8%
White	80.2%

FACTS AT A GLANCE

The goal of our services is to promote dignity through employment and community living, one person at a time. We hope all citizens with disabilities in Massachusetts will have the opportunity to contribute as a productive member of their community and family as a result of services provided by the MRC.

Consumers actively receiving services	22,609
Consumers enrolled in training/education programs	15,567
Consumers with disabilities competitively employed	100%/3,653
Consumers employed with medical insurance	95.9%
Consumers satisfied with services	80.3%

Mission:

The Massachusetts Rehabilitation Commission (MRC) promotes equality, empowerment and independence of individuals with disabilities. These goals are achieved through enhancing and encouraging personal choice and the right to succeed or fail in the pursuit of independence and employment in the community.

Vision:

The MRC provides comprehensive services to people with disabilities that maximize their quality of life and economic self-sufficiency in the community.

Vocational Rehabilitation (VR) Division

The MRC Vocational Rehabilitation Program and the Massachusetts Commission for the Blind serve eligible individuals with disabilities who are available and able to attain employment as a result of vocational rehabilitation services.

The MRC Vocational Rehabilitation Program is the federal-state vocational rehabilitation program focused on assisting individuals with disability(s) to become employed. Some of the MRC-VR services provided include:

- Vocational counseling, guidance and assistance in job placement;
- Training programs, including college if appropriate, to attain competitive employment;
- Rehabilitation technology services;
- Job coach services;
- Community based employment services;
- Job Placement.

What MRC Consumers Have To Say

- “MRC assisted me in making significant progress in my life.”
- “MRC gave me back my life. After devastating amputations prevented me from working and driving, MRC told me I could do both again, and they found me a job as well as paid for adaptive automobile equipment. I am so very grateful to MRC.”
- “My MRC vocational rehabilitation counselor has done everything within her capacities to assist in developing a game plan to return to the work force. She assisted in obtaining job placement services to find a job for me where I can use some of the skills I've acquired.”
- “The MRC’s supports and services are extremely important to me and others not only in seeking employment, but in maintaining independence and self-sufficiency in the world which we live in daily.”
- “I was very satisfied with the services I received form MRC. The services were individualized, appropriate and played a large role in the success I have attained”

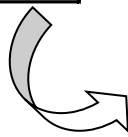


Massachusetts Rehabilitation Commission

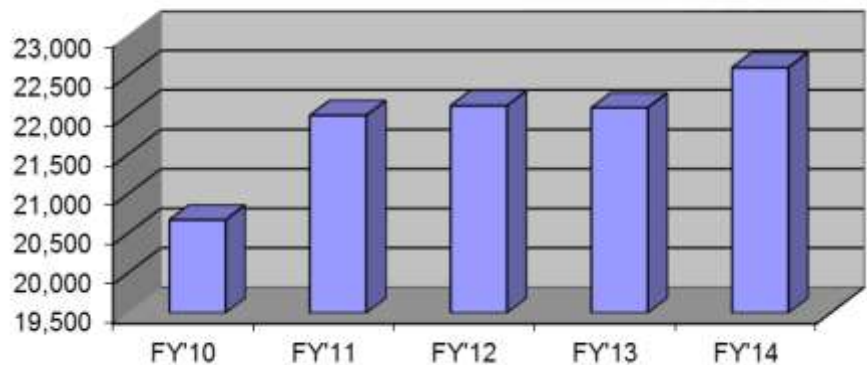
VOCATIONAL REHABILITATION SERVICES

Active Consumers Served*

FY'10	20,678
FY'11	22,003
FY'12	22,126
FY'13	22,100
FY'14	22,609

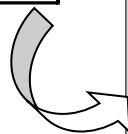


Active Consumers Served

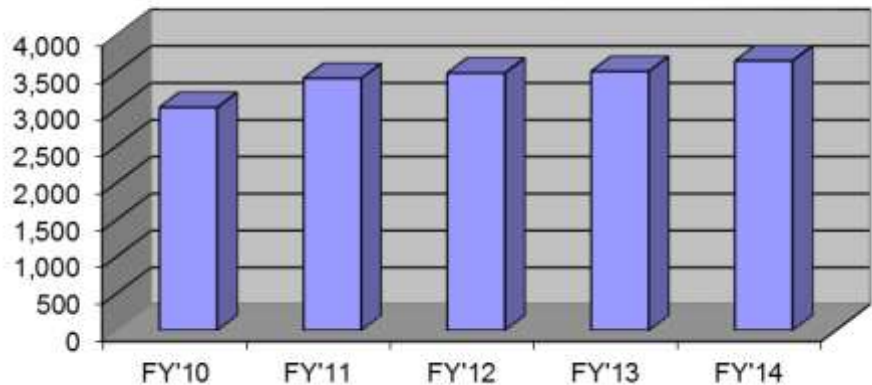


Consumers Employed

FY'10	3,022
FY'11	3,413
FY'12	3,487
FY'13	3,509
FY'14	3,653

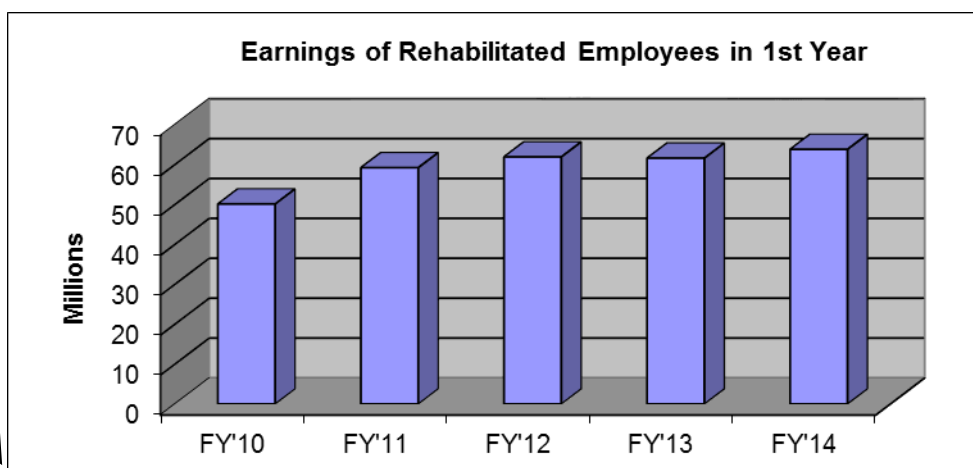


Consumers Employed

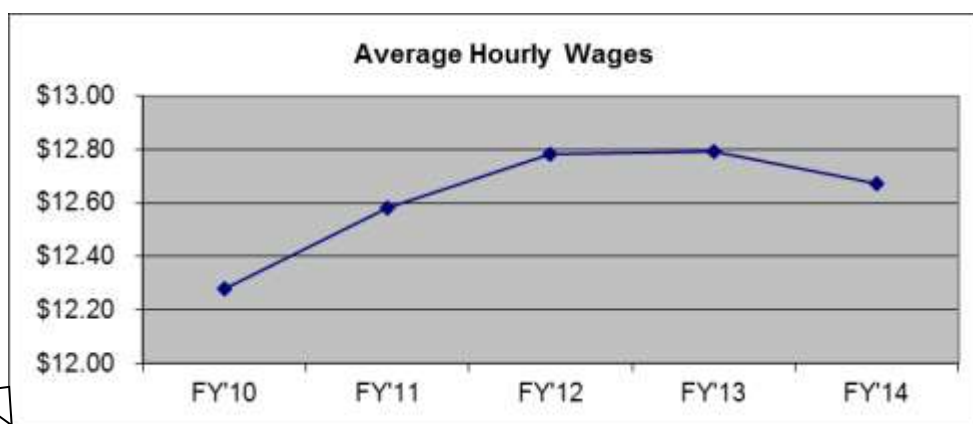


*Consumers receiving an array of services including: Counseling, Guidance, Rehabilitation, Skills Training, College, Assistive Technology, Benefits Planning and Job Placement Services. These services are designed to assist them in their efforts to choose, obtain and maintain employment in the competitive labor market based on their interests, skills and abilities.

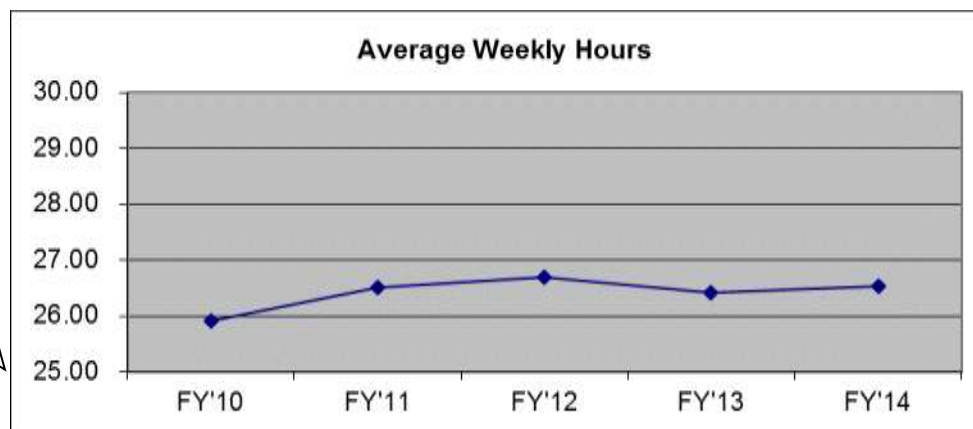
Earnings of Rehabilitated Employees in 1st Year (in Millions)	
FY'10	50.1
FY'11	59.2
FY'12	61.9
FY'13	61.6
FY'14	63.8



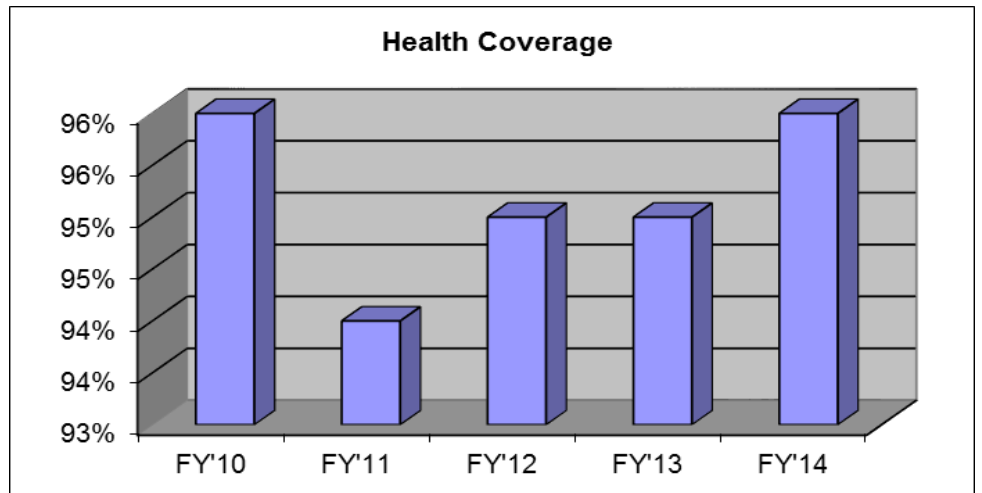
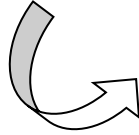
Average Hourly Wages	
FY'10	\$12.28
FY'11	\$12.58
FY'12	\$12.78
FY'13	\$12.79
FY'14	\$12.67



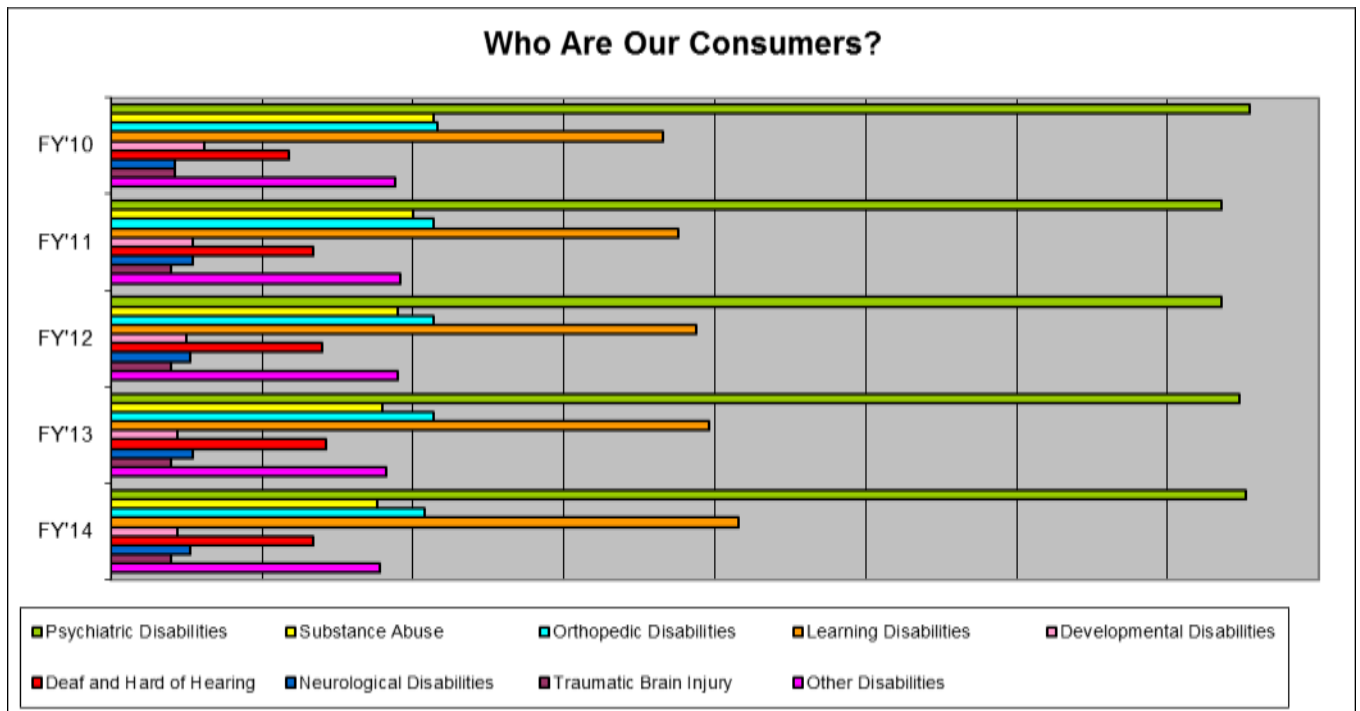
Average Weekly Hours	
FY'10	25.90
FY'11	26.51
FY'12	26.70
FY'13	26.42
FY'14	26.52



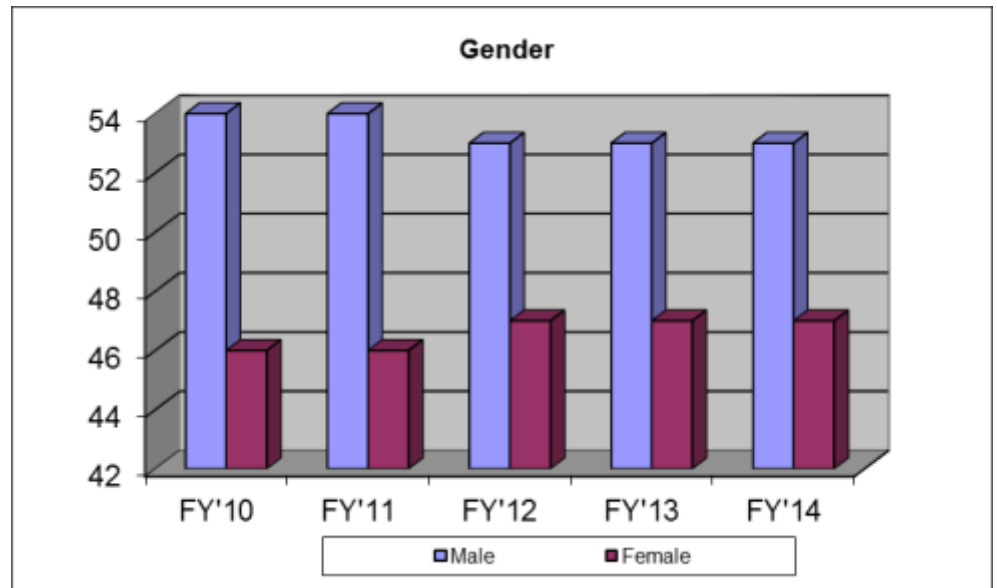
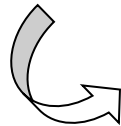
Health Coverage	
FY'10	96%
FY'11	94%
FY'12	95%
FY'13	95%
FY'14	96%



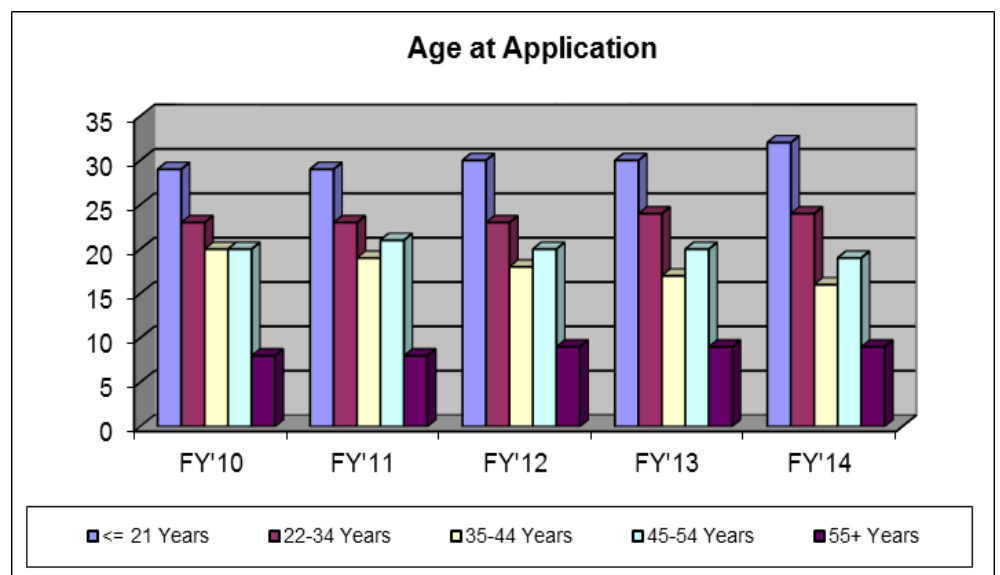
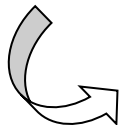
Who Are Our Consumers?						
	FY'10	FY'11	FY'12	FY'13	FY'14	
Psychiatric Disabilities	37.70%	36.80%	36.80%	37.40%	37.60%	
Substance Abuse	10.70%	10.00%	9.50%	9.00%	8.80%	
Orthopedic Disabilities	10.80%	10.70%	10.70%	10.70%	10.40%	
Learning Disabilities	18.30%	18.80%	19.40%	19.80%	20.80%	
Developmental Disabilities	3.10%	2.70%	2.50%	2.20%	2.20%	
Deaf and Hard of Hearing	5.90%	6.70%	7.00%	7.10%	6.70%	
Neurological Disabilities	2.10%	2.70%	2.60%	2.70%	2.60%	
Traumatic Brain Injury	2.10%	2.00%	2.00%	2.00%	2.00%	
Other Disabilities	9.40%	9.60%	9.50%	9.10%	8.90%	



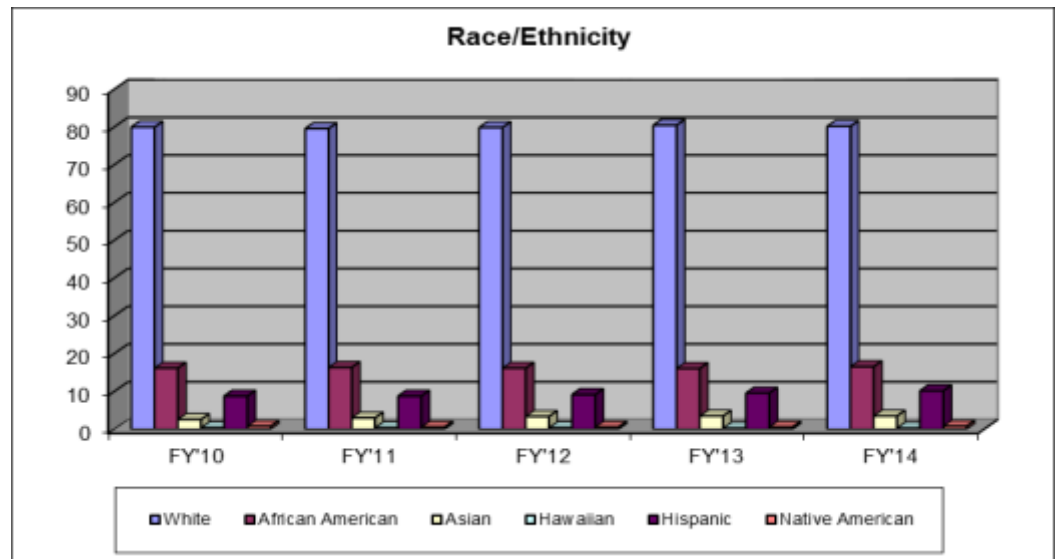
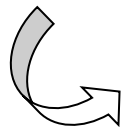
Gender		
	Male	Female
FY'10	54	46
FY'11	54	46
FY'12	53	47
FY'13	53	47
FY'14	53	47



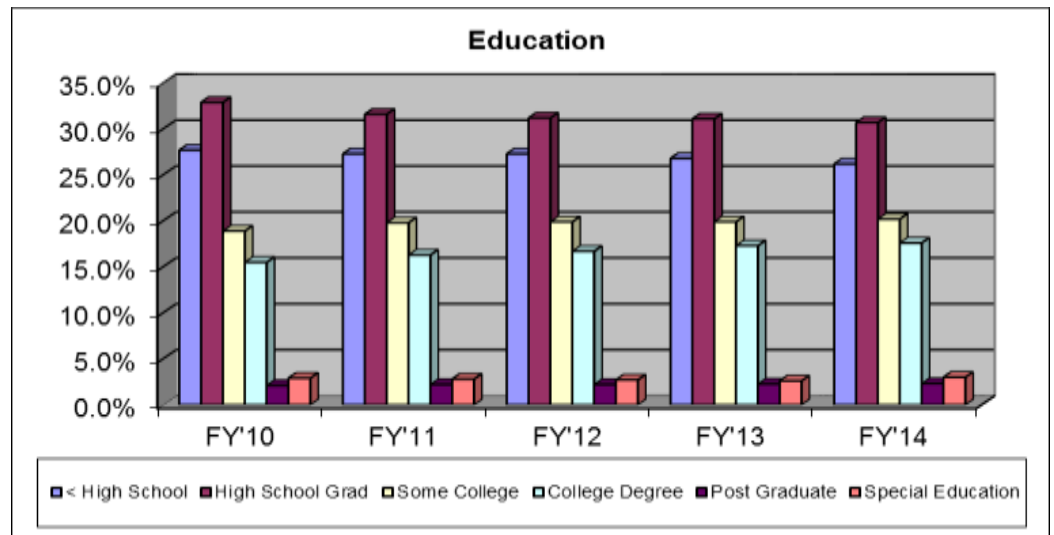
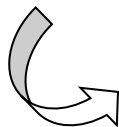
Age at Application					
	FY'10	FY'11	FY'12	FY'13	FY'14
<= 21 Years	29	29	30	30	32
22-34 Years	23	23	23	24	24
35-44 Years	20	19	18	17	16
45-54 Years	20	21	20	20	19
55+ Years	8	8	9	9	9



Race/ Ethnicity					
	FY'10	FY'11	FY'12	FY'13	FY'14
White	80	79.6	79.9	80.5	80.2
African American	16.2	16.4	16.2	16.1	16.6
Asian	2.6	3	3.4	3.5	3.5
Hawaiian	0.4	0.4	0.4	0.3	0.3
Hispanic	8.8	8.8	9.2	9.6	10.2
Native American	0.8	0.6	0.6	0.6	0.8



Education					
	FY'10	FY'11	FY'12	FY'13	FY'14
< High School	27.7%	27.3%	27.3%	26.8%	26.2%
High School Grad	32.9%	31.6%	31.2%	31.1%	30.7%
Some College	18.9%	19.8%	19.9%	19.9%	20.2%
College Degree	15.5%	16.3%	16.7%	17.3%	17.6%
Post Graduate	2.1%	2.2%	2.2%	2.3%	2.3%
Special Education	2.9%	2.8%	2.7%	2.6%	3.0%



Year in Review
July 1, 2013 – June 30, 2014

Consumers Served Community Living Programs	
Independent Living Centers*:	6,070
Turning 22 Services:	613
Assistive Technology:	1,073
Housing Registry:	391
Supported Living Services:	190
Brain Injury Services:	1,418
Home Care Services:	1,279
Protective Services:	417
ABI/MFP Waivers:	247

Services Purchased Community Living Programs	
Independent Living Centers:	\$8,273,025
IL Turning 22 Services:	\$1,385,265
Assistive Technology:	\$1,139,998
Housing Registry:	\$80,000
Supported Living Services:	\$1,811,597
Brain Injury Services:	\$32,049,884
Home Care Services:	\$3,353,342
Protective Services:	\$706,582

**State Funded Services Only*

FACTS AT A GLANCE

The goal of our services is to promote dignity through employment and community living, one person at a time. We hope all citizens with disabilities in Massachusetts will have the opportunity to contribute as a productive member of their community and family as a result of services provided by the MRC.

Total consumers actively receiving services:	11,698
Total funds expended:	\$48,799,693
Cost per consumer served:	\$4,172

Mission:

The Massachusetts Rehabilitation Commission (MRC) promotes equality, empowerment and independence of individuals with disabilities. These goals are achieved through enhancing and encouraging personal choice and the right to succeed or fail in the pursuit of independence and employment in the community.

Vision:

The MRC provides comprehensive services to people with disabilities that maximize their quality of life and economic self-sufficiency in the community.

Community Living (CL) Division:

The MRC Community Living Division is comprised of a variety of programs, supports, and services that address the diverse needs of adults and transition age youth with disabilities to fulfill their desire/need for community integration, to gain maximum control of their destiny, and to participate fully in their community.

- Independent Living Center Services
- Community Supported Living Services
- Accessible Housing Registry
- Home Care Assistance Program for Eligible Adults with Disabilities
- Turning 22 Youth Transition to Adult Human Services
- Assistive Technology Training and Devices
- Community-Based Residential, Day and Support Services for Persons with Brain Injuries

What our Consumers Say...

"I am impressed with my case manager's ability to advocate on my behalf. Thanks so much for assisting me with feelings of self-worth and for consistent support with all the changes and assistance I need." - *Home Care Consumer*

"Your service has made a tremendous difference in my life and in the way I feel about my disability." – *Home Care Consumer*

"One of my dreams is to be able to do my graphic work...you have opened that door for me." – *SHIP Consumer*

"I would not be able to maintain my life without the assistance of HCAP. I am very grateful for the assistance that keeps me healthy and maintain independent living." – *Home Care Consumer*

"I feel I really changed from the person I used to be when I first came here (SHIP Head Injury Center). I really hated myself and life but look at me now, now life is the best thing..." – *SHIP Consumer*



Massachusetts Rehabilitation Commission

VOCATIONAL REHABILITATION SERVICES

**TOP 10 JOBS AND OCCUPATIONAL CATEGORIES ON IPE, IN PLACEMENT, AND
IN SUCCESSFUL EMPLOYMENT, SFY2014, WITH DEMAND FACTOR AND
MEDIAN HOURLY WAGE FOR MASSACHUSETTS, 2013**

TOP 10 JOBS

IPE

SOC Code	Top 10 Jobs Written on IPEs	LQ*	Median Wage
21-1093	Social and Human Service Assistant	1.91	\$14.35
21-1011	Substance Abuse Counselor	1.51	\$20.45
21-1099	Community and Social Services Specialist	.62	\$16.90
41-2031	Retail Sales	1.03	\$10.58
31-1014	Nursing Assistant	1.17	\$13.98
43-5081	Stock and Order Clerks	1.01	\$11.25
15-1199	Miscellaneous Computer Occupations	.84	\$43.40
43-9199	Misc. Office & Administrative Support Workers	.42	\$22.20
31-9099	Miscellaneous Healthcare Support	.50	\$20.10
41-9099	Sales and Related Workers	.36	\$16.32
Total	Average	.94	\$18.95

Placement

SOC Code	Top 10 Jobs for Initial Placement	LQ*	Median Wage
41-2032	Retail Sales	1.03	\$10.58
41-2011	Cashiers	.83	\$9.62
43-5081	Stock and Order Clerks	1.01	\$11.25
35-9099	Misc. Food Preparation and Serving Workers	.81	\$18.66
37-2011	Janitors and Cleaners	1.04	\$14.28
41-9099	Sales and Related Workers	.36	\$16.32
31-1014	Nursing Assistant	1.17	\$13.98
43-9199	Misc. Office & Administrative Support Workers	.42	\$22.20
35-2021	Food Preparation	1.03	\$10.61
21-1099	Community and Social Services Specialist	.62	\$16.90
Total	Average	.83	\$14.44

Successful Employment

SOC Code	Top 10 Jobs for Successful Employment Outcomes	LQ*	Median Wage
41-2031	Retail Sales	1.03	\$10.58
41-2011	Cashiers	.83	\$9.62
43-5081	Stock and Order Clerks	1.01	\$11.25
35-9099	Misc. Food Preparation and Serving Workers	.81	\$18.66
37-2011	Janitors and Cleaners	1.04	\$14.28
41-9099	Sales and Related Workers	.36	\$16.32
31-1014	Nursing Assistant	1.17	\$13.98
35-2021	Food Preparation	1.03	\$10.61
21-1011	Substance Abuse Counselors	1.51	\$20.45
43-9199	Misc. Office & Administrative Support Workers	.42	\$22.20
Total	Average	.92	\$14.80

TOP 10 OCCUPATIONAL CATEGORIES

IPE

SOC Category	Top 10 Occupational Categories on IPEs	LQ*	Median Wage
21-1000	Community and Social Services	1.55	\$20.60
43-0000	Office and Administrative Support	.94	\$18.19
31-0000	Healthcare Support	1.07	\$18.63
39-0000	Personal Care and Service	.99	\$12.54
41-0000	Sales and Related	.92	\$13.39
27-0000	Arts, Design, Entertainment, Sports & Media	1.07	\$23.78
29-0000	Healthcare Practitioners & Technical	1.21	\$34.34
35-0000	Food Preparation and Related	.97	\$10.51
25-0000	Education and Training	1.07	\$27.22
15-0000	Computer and Mathematical	1.48	\$42.36
Total	Average	1.13	\$22.16

Placement

SOC Category	Top 10 Occupational Categories for Initial Placement	LQ*	Median Wage
41-0000	Sales and Related	.92	\$13.39
43-0000	Office and Administrative Support	.94	\$18.19
35-0000	Food Preparation and Related	.97	\$10.51
53-0000	Transportation and Material Moving	.71	\$15.38
37-0000	Building, Grounds Cleaning, & Maintenance	.97	\$14.57
21-0000	Community and Social Services	1.55	\$20.60
39-0000	Personal Care and Service	.99	\$12.54
31-0000	Healthcare Support	1.07	\$18.63
51-0000	Production and Manufacturing	.74	\$16.97
25-0000	Education and Training	1.07	\$27.22
Total	Average	.99	\$16.80

Successful Employment

SOC Category	Top 10 Occupational Categories for Successful Employment Outcomes	LQ*	Median Wage
41-0000	Sales and Related	.92	\$13.39
43-0000	Office and Administrative Support	.94	\$18.19
35-0000	Food Preparation and Related	.97	\$10.51
53-0000	Transportation and Material Moving	.71	\$15.38
37-0000	Building, Grounds Cleaning, & Maintenance	.97	\$14.57
21-0000	Community and Social Services	1.55	\$20.60
39-0000	Personal Care and Service	.99	\$12.54
31-0000	Healthcare Support	1.07	\$18.63
51-0000	Production and Manufacturing	.74	\$16.97
25-0000	Education and Training	1.07	\$27.22
Total	Average	.99	\$16.80

***LQ= location quotient, measures extra demand in an area for a particular job category. 1= normal demand, 2= twice as much demand as other places, etc. Baseline is for Massachusetts compared to national average.**

Source: MA EOLWD and US Bureau of Labor Statistics

Analysis of Potential Retirements for Employees Eligible at 70% or Greater, 2012 VR Funded Employees

Timeframe	# of Employees Eligible for Retirement at 70% or Greater	% of Employees Eligible for Retirement at 70% or Greater
2013	57	13.0%
2015	85	19.4%
2017	118	26.9%
2019	141	32.2%
Total	438	100.0%

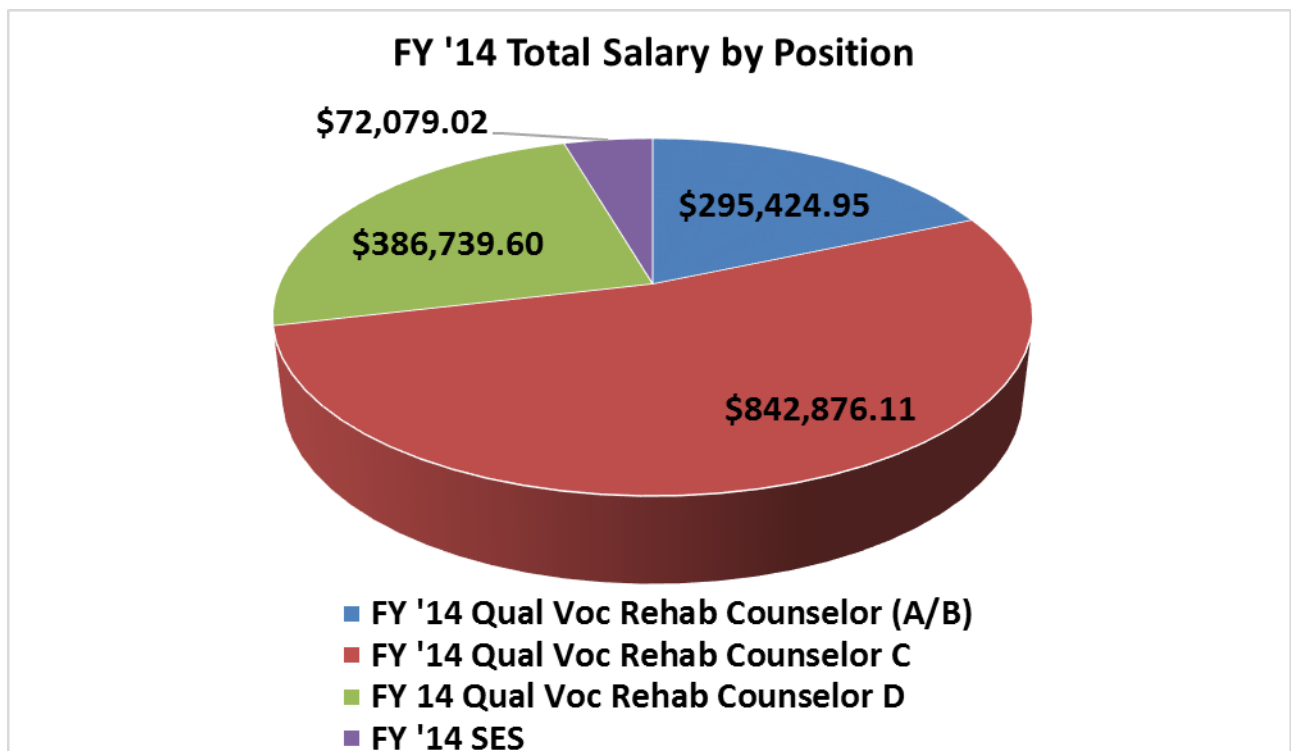
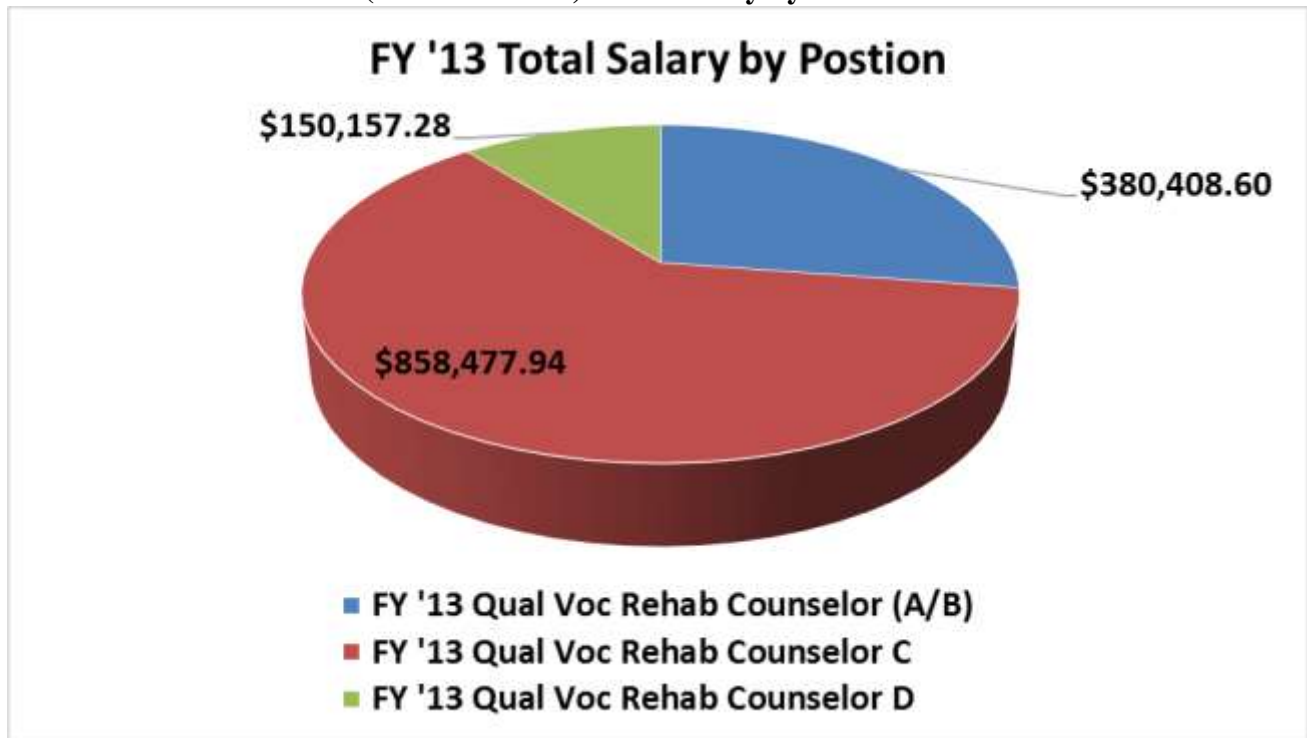
Analysis of Potential Retirements for VR-Funded Employees Eligible for Retirement at Any Percentage Level (2012 Employees)

Eligible to Retire, Any Percentage		
Timeframe	Frequency	Percent
2013	225	51.4%
2015	252	57.5%
2017	276	63.0%
2019	298	68.0%

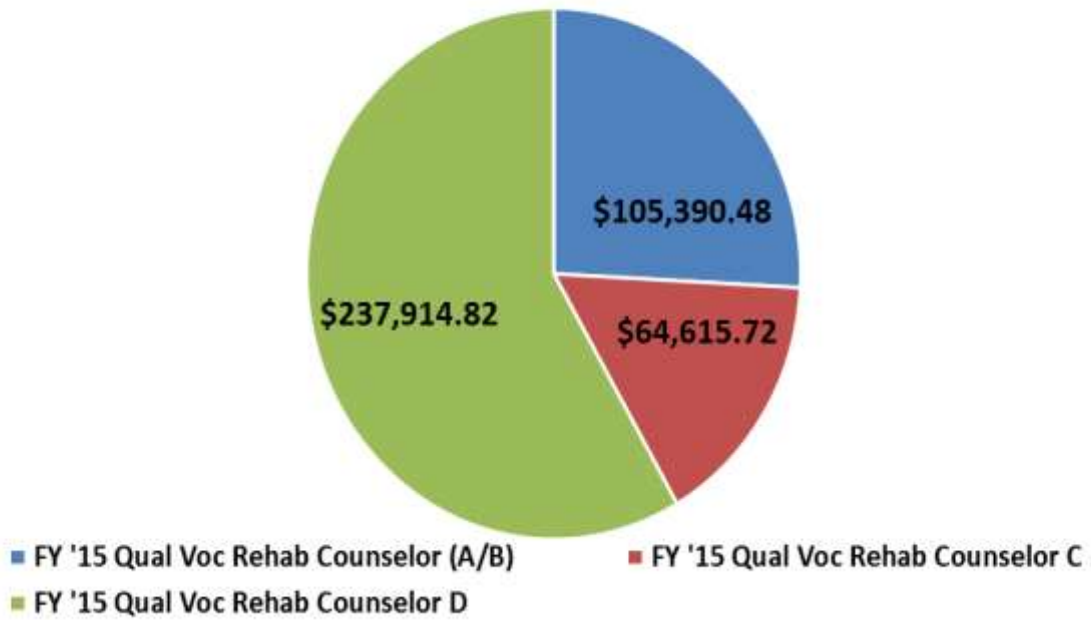
Projected Retirements VR 2012-2019, assuming 70% eligibility level

	Frequency	Percent
Not Retired	297	67.8%
Total Projected Retirements 2012-2019, 70% benefit	141	32.2%
Retired in 2012	42	9.6%
Retired in 2013	15	3.4%
Retired in 2015	28	6.4%
Retired in 2017	33	7.5%
Retired in 2019	23	5.3%
Total	438	100.0%

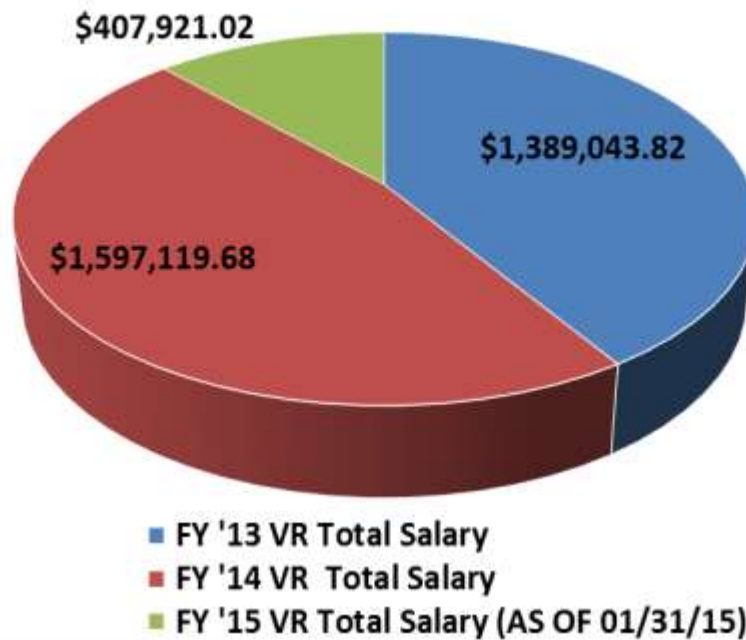
VR FY 2013-VR FY 2015 (AS OF 1/31/15) Total Salary by Position

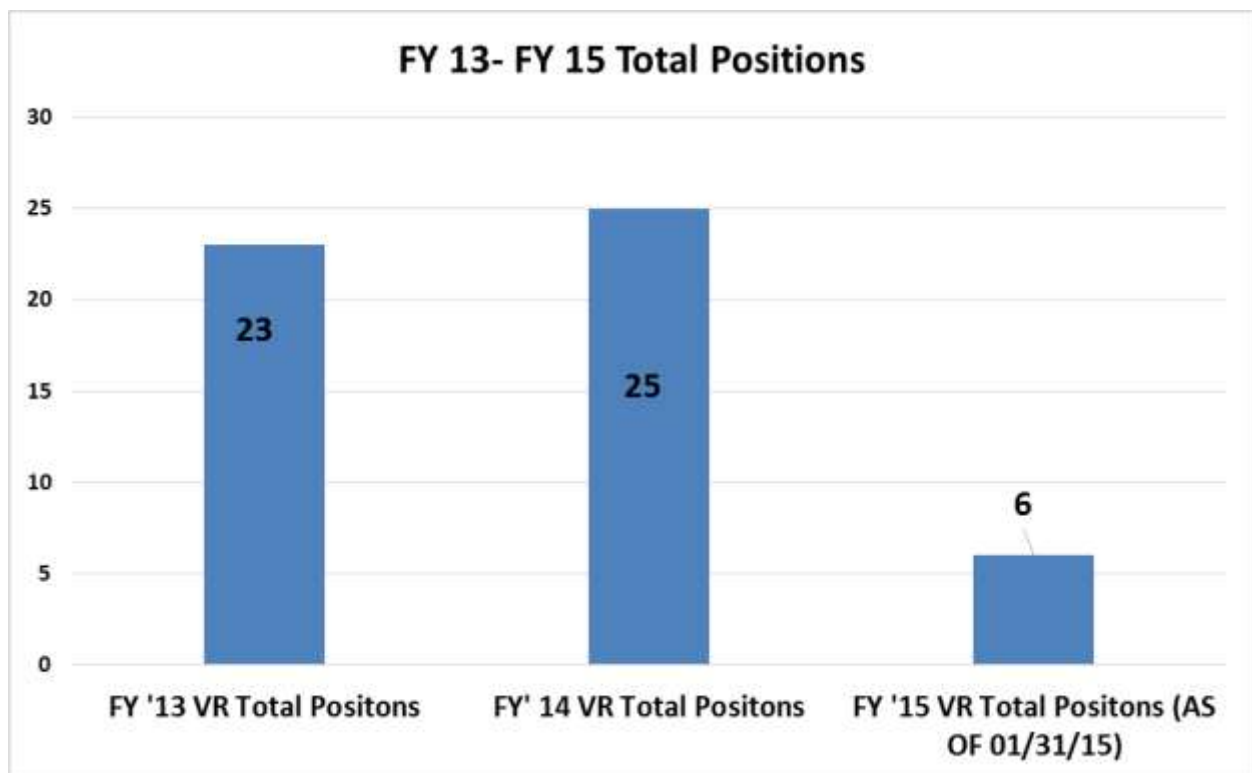
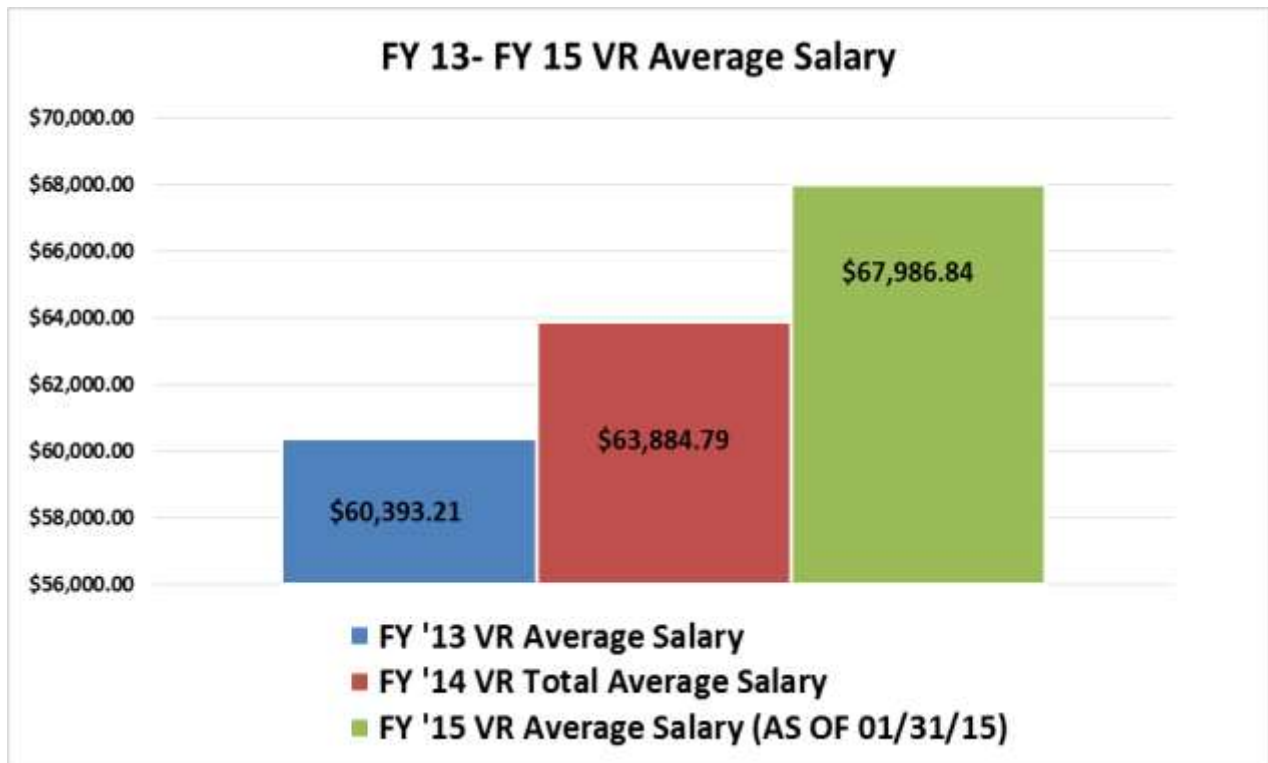


FY '15 Total Salary by Position as of 01/31/15



FY 13- FY 15 Total VR Salary





STRATEGIC PLAN SUMMARY 2012-14



MRC VISION

The MRC provides comprehensive services to people with disabilities that maximize their quality of life and economic self-sufficiency in the community.

MRC MISSION

The Massachusetts Rehabilitation Commission (MRC) promotes equality, empowerment and independence of individuals with disabilities. These goals are achieved through enhancing and encouraging personal choice and the right to succeed or fail in the pursuit of independence and employment in the community.

ABOUT US

MRC consist of 3 divisions, Vocational Rehabilitation Division (VR), Community Living Division (CL) and the Disability Determination Services Division (DDS).

MRC's Vocational Rehabilitation (VR) Program assists individuals with disabilities to obtain and maintain employment. The Vocational Rehabilitation Program assists individuals with physical, psychiatric and/or learning disabilities in facing the challenges of the modern workplace. This may include identifying job goals based on individual interests and aptitudes, providing funds for college and vocational training, assessing worksite accommodations, educating an employer about the Americans With Disabilities Act, or assisting an individual returning to work. Vocational rehabilitation services can often reduce or remove barriers to employment. Priority is given to those individuals who have the most significant disabilities in areas such as communication, learning disabilities, mobility, work tolerance and work skills.

In Fiscal Year 2012 there were 22,127 individuals with disabilities actively receiving vocational rehabilitation services.

- 14,902 consumers were enrolled in training/education programs
- 100%/3,487 consumers with significant disabilities were employed in competitive integrated employment for 90 days or greater.
- 95.4% of consumers were employed with medical insurance
- 82% of consumers were satisfied with services

MRC's Community Living Division (CL) is comprised of a variety of programs, supports, and services that address the diverse needs of adults and transition age youth with disabilities to fulfill their desire/need for community integration, to gain maximum control of their destiny, and to participate fully in their community. These programs include Consumer Involvement, Independent Living & Assistive Technology, Home Care Assistance, Home and Community-based Waiver Management, Protective Services, the Statewide Head Injury Program, Nursing Home Initiative, and Transition for Youth with Disabilities.

In Fiscal Year 2012 there were 11,571 individuals with disabilities served through MRC's Community Living programs in Massachusetts

- 6,675 were served by Independent Living Centers
- 602 were served by Turning 22 Services
- 436 were served by Assistive Technology
- 424 were served by Housing Registry
- 179 were served by Supporting Living Services
- 1,444 were served by Brain Injury Services
- 1,366 were served by Home Care Services
- 445 were served by Protective Services

MRC's Disability Determination Services (DDS) is funded by the Social Security Administration (SSA) and determines the initial, reconsideration (first level of appeal after a denial), and continued eligibility for federal SSI and SSDI benefits. Special outreach efforts are made to homeless clients, individuals with HIV/AIDS, and veterans injured during military service.

In Fiscal Year 2012 there were 92,631 SSI/DI claims with disability determination services

- 94,698 total disposed cases processed
- 59,453 initial claims filed
- 58,869 initial claims disposed
- 40.2% allowed
- 11,226 CDR receipts
- 12,103 CDR Disposed
- 95% accuracy of initial decisions

STRATEGIC GOALS

1. The MRC will maximize the number of vocational rehabilitation consumers who secure and maintain competitive employment opportunities, at or above minimum wage, as mandated by the Rehabilitation Service Administration (RSA).
2. Increase the number of individuals with disabilities who receive services and supports that allow them to transition back to the community from institutional settings and/or remain stable and able to function as independently as possible within their home and community.
3. Provide effective and efficient public service by maximizing the number of determinations for Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) claimants with the highest level of quality as measured by Social Security Administration performance accuracy.

4. Furnish effective budgeting, contracting, internal controls, and financial supports to the entire agency to assist in supporting its mission and vision.

FY2014 IMPLEMENTATION PLANS

Vocational Rehabilitation Division Implementation Strategies

- The MRC will continue to promote a comprehensive marketing strategy that meets the needs of businesses and expands employment opportunities for MRC consumers. Through direct employer engagement, the MRC will develop and expand national, regional and local employers within various labor market sectors creating employer accounts that routinely hire and retain MRC job candidates. With this approach MRC will have a link to the hidden job market, thus leveling the playing field for candidates with disabilities
- Continued utilization of On-the-Job Training (OJT) and On-the-Job Evaluation (OJE) programs with employers to assist people with disabilities to go to work.
- Continued technological infrastructure improvements (Enhancements to MRCIS web, obtaining electronic medical records) to assist MRC staff in providing more mobile, efficient, and effective services to consumers.
- Continuation of Donated Vehicle Program assisting consumers who face transportation barriers in obtaining employment.
- MRC Managers, Supervisors, and Counselors, JPS and ESS staff will continue to receive ongoing training related to vocational counseling, placement and employment to ensure all staff are equipped to provide high-quality services needed to prepare and place our consumers into integrated competitive employment opportunities.

Community Living Division Implementation Strategies

- Continued enhancement of Transition to Adulthood (TAP) Vocational Programs through the ILCs to provide vocationally-orientated programs for youth with disabilities aged 18 to 23. These programs help to provide functional skills training to youth with disabilities that will lead to independent living after they complete their education.
- The Home Care Assistance Program will continue to maximize the use of resources to provide increased services that allow individuals to remain at home and avoid admission to long term care facilities.
- MRC staff will work collaboratively with OOM and EOHHS to roll out two new MFP home and community-based waivers that will support almost 200 individuals each year to transition from long term care facilities into community settings.

- The Brain Injury staff will increase outreach to veterans with TBI and help facilitate linkages with the VA and community resources.
- Residential Program Coordinators will assess Individuals with TBI supported in 24/7 group settings to update staffing needs/patterns that will lead to a redistribution of funds and increased service delivery.

Disability Determination Services Implementation Strategies

- MRC-DDS will continue to enhance the use of technologies and electronic processes currently available to maximize the efficiency and effectiveness of processing SSA disability claims.
- MRC-DDS will continually improve accuracy by developing a quality assurance model that incorporates “in-line” case review as well as “end-of-line” case review as part of its continuous quality improvement process to improve accuracy of claims decisions by improving the development and adjudication skills of all staff.

Administration and Finance Implementation Strategies

- The Fiscal Department will continue to build upon the existing internal controls with enhancements from best practices and outside experts. The new plan will streamline use as well as facilitate the change process.
- MRC will finalize and implement a paperless process for fiscal business processes to assist the Fiscal Department in meeting its strategic plan goals.



Massachusetts Rehabilitation Commission

Strategic Plan Progress Report

State Fiscal Year 2014

December 2014

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MRC Senior Management Team

Adelaide Osborne

Commissioner

Kasper Goshgarian

Deputy Commissioner

Richard Arcangeli

General Counsel

Joan Phillips

Assistant Commissioner of Vocational Rehabilitation

Kerri Zanchi

Assistant Commissioner of Community Living

Pat Roda

Assistant Commissioner of Disability Determination Services

Tak Tang

Chief Financial Officer

Mission Statement

The Massachusetts Rehabilitation Commission (MRC) promotes equality, empowerment and independence for individuals with disabilities. These goals are achieved through enhancing and encouraging individuals' personal choice and pursuit of independence and employment in the community.

Vision

The MRC provides comprehensive services to people with disabilities that maximize their quality of life and their economic self-sufficiency in the community.

Guiding Principles

- Promote Community First approaches by working with individuals in their efforts to pursue personal choice and independent living.
- Promote Employment First approaches by striving to enable the empowering value of employment in an individual's life.
- Meet stakeholders' needs and goals through continuous improvement, accountability, and collaboration.
- Honor and respect each individual's choices, strengths, and abilities.

Agency Overview: What We Do

Vocational Rehabilitation (VR) Division

MRC's Vocational Rehabilitation Program assists individuals with disabilities to obtain and maintain employment. The Vocational Rehabilitation Program assists individuals with physical, psychiatric and/or learning disabilities in facing the challenges of the modern workplace. This may include identifying job goals based on individual interests and aptitudes, providing funds for college and vocational training, assessing worksite accommodations, educating an employer about the Americans with Disabilities Act, or assisting an individual returning to work. Vocational rehabilitation services can often reduce or remove barriers to employment. Priority is given to those individuals who have the most significant disabilities in areas such as communication, learning disabilities, mobility, work tolerance and work skills. In SFY 2014, the MRC VR Division actively served 22,609 people with disabilities throughout the Commonwealth of Massachusetts, and 15,567 persons were actively enrolled in VR division training or education services.

Community Living (CL) Division

The MRC Community Living Division is comprised of a variety of programs, supports, and services that address the diverse needs of adults and transition age youth with disabilities to fulfill their desire/need for community integration, to gain maximum control of their destiny, and to participate fully in their community. These programs include Consumer Involvement, Independent Living & Assistive Technology, Home Care Assistance, Home and Community-based Waiver Management, Protective Services, the Statewide Head Injury Program, Nursing Home Initiative, and Transition for Youth with Disabilities. In SFY 2014, over 11,698 consumers were actively served by one or more programs in the CL Division.

Disability Determination Services (DDS) Division

Disability Determination Services is funded by the Social Security Administration (SSA) and determines the initial, reconsideration (first level of appeal after a denial), and continued eligibility for federal SSI and SSDI benefits. Special outreach efforts are made to homeless clients, individuals with HIV/AIDS, and veterans injured during military service. In FY 2014, 86,190 claims were processed for individuals with disabilities with an accuracy rate of 96.7%.

MRC – Office for Financial Management & Budget (OFMB)

The MRC Office for Financial Management and Budget (OFMB) supports the fiscal operations and planning for the agency and oversees all internal controls. In SFY 2014, the MRC OFMB successfully implemented a framework for a paperless system to administer and process fiscal information.

Strategic Planning Assessment Process

Throughout 2012 and 2013, MRC conducted a comprehensive assessment of its strategic needs and goals. This process was conducted by MRC Senior Management with input from other planning committees and groups.

The effort was spearheaded by a workgroup of MRC Senior Management who reviewed data and information from fact sheets, surveys, long-term trend reports, Consumer Needs Assessment Reports, Consumer Satisfaction Surveys, and other information. The workgroup received input from consumers, staff, and other stakeholders, including the Statewide Rehabilitation Council (SRC), the Statewide Independent Living Council (SILC), MRC's Workforce Planning Workgroup, Continuous Quality Improvement committees, and the Marketing Strategy Team, amongst others.

The workgroup used the findings from this comprehensive assessment to prioritize the agency's strategies and goals for SFY 2013 to SFY 2015 as outlined in the MRC Strategic Plan and in yearly strategic plan progress reports. To this end, MRC has defined Strategic Goal Areas to reflect the agency mission and core operations. For purposes of implementing and reporting on the MRC Strategic Plan, the MRC Strategic Goal Areas are comprised of individual Target Goals. The MRC Strategic Goal Areas, an Executive Summary for SFY 2014, and all relevant Target Goal updates are presented below.

Strategic Goal Areas

- I. Employment and Economic Self Sufficiency/MRC Vocational Rehabilitation**
Increase economic self-sufficiency for people with disabilities through competitive employment.
- II. Community First/MRC Community Living**
Maximize community living opportunities for people with disabilities utilizing a Community First strategy.
- III. Effective and Efficient Government/MRC Disability Determination Services**
Effectively and efficiently determine eligibilities for Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) claimants.
- IV. Effective and Efficient Government/MRC Administration and Finance**
Furnish effective budgeting, contracting, internal controls, and financial supports to the entire agency to assist in supporting its mission and vision.
- V. MRC/Cluster Strategic Plan Initiatives**
Complete selected initiatives that assist MRC with the goal of working with individuals to achieve independent living and work in the community.

Strategic Plan Progress Report SFY 2014 Executive Summary

This report provides information on progress regarding SFY 2014 (year 2) of the MRC SFY 2013 to SFY 2015 Strategic Plan. IN SFY 2014, the MRC once again achieved a high level of success in the strategic plan goal areas. All target goals in goal areas I, II, III, IV and V were achieved for this time period.

In **Goal Area I, employment and economic self-sufficiency for people with disabilities**, the MRC achieved or exceeded both of the year 2 target goals:

- Target goal (I) 1.2 required the MRC to place 3,498 or more individuals with significant disabilities into competitive employment for 90 days or greater by 6/30/14. The MRC exceeded this goal by placing an impressive 3,653 individuals in competitive employment.
- Target goal (I) 2.2 required the MRC to have 85% or more of MRC area offices meeting or exceeding their annual goals for successful employment outcomes by 6/30/14. The MRC exceeded this measure; 96% of all MRC area offices (24 out of 25) met their goals for successful employment outcomes by 6/30/14.

Notable Goal Area I achievements in SFY 2014 included: the second annual Federal Hiring Initiative one day hiring event, in partnership with the Office of Federal Contract Compliance Programs (OFCCP), which saw 101 individuals placed in federal employment positions; and the MRC/CVS Caremark Pharmacy Technician Training program, which saw its first graduating class in SFY 2014.

In **Goal Area II, maximizing community living opportunities for people with disabilities utilizing a Community First strategy**, the MRC exceeded target goal (II) 1.2 by providing 11,698 consumers with services, exceeding the 11,475 goal by 223 individuals.

In **Goal Area III, effectively and efficiently determining eligibilities for Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) claimants**, the MRC achieved target goal (III) 1.2 by producing the budgeted workload for initial claims, CDR claims, and the overall budgeted workload. The MRC Disability Determination Services (DDS) division exceeded the following workload targets in SFY 2014:

- The initial claims target was 49,020 and the MRC achieved 52,993.
- The CDRs target was 9,075 and the MRC achieved 9,150.
- The total claims target was 85,020 and the MRC achieved 86,190.

In Goal Area IV, developing effective budgeting, contracting, internal controls and financial supports that supported the MRC mission and vision, the MRC Office for Financial management and Budget (OFMB) achieved target goal (IV) 1.2 by developing a framework for enacting various paperless fiscal processes in SFY 2014, and initiating the development of an automated paperless process for tracking staff travel vouchers.

In Goal Area V, maximizing the number of individuals with disabilities who receive services allowing them to transition back to the community from institutional settings and/or function as independently as possible, the MRC achieved or exceeded all of the three target goals for SFY 2014:

- The MRC achieved target goal (V) 1.1, by serving 100 individuals in the Traumatic Brain Injury (TBI) program in SFY 2014 (the program was at full capacity at various points of SFY 2014, except when slots opened and a period time necessary to fill them with other individuals occurred). The MRC TBI program serves a maximum of 100 individuals in their homes or other residential settings.
- In target goal (V) 1.2, the MRC achieved a 41% outcome for the ratio of interviews to hires resulting from the 2014 Federal Contractor Hiring Event (109 hires resulting from 263 interviews). This ratio exceeds the 35% goal for (V) 1.2 and represents positive outcomes for t109 MRC VR consumers who were placed into competitive employment as a result of this initiative
- In target goal (V) 1.3, the MRC achieved the goal of having 100% of all Summer Youth Forum delegates successfully receive a completion certificate, exceeding the 85% goal. In 2014, there were 36 delegates to the Youth Leadership Forum and all achieved a certification of completion.

The following Progress Report provides detailed information for the five Strategic Plan Goal Areas and their associated Goal Area Target Goals for SFY 2014. The MRC Strategic Plan Progress Report is prepared on an annual basis by the MRC Research, Development and Performance Management Department, with cooperation and assistance from all MRC divisions and in support of the mission and directives of the Commonwealth of Massachusetts Executive Office of Health and Human Services (EOHHS).

Strategic Goal Area (I) Employment and Economic Self Sufficiency/MRC Vocational Rehabilitation	
Goal Area (I) Statement	
The MRC will maximize the number of vocational rehabilitation consumers who secure and maintain competitive employment opportunities at or above minimum wage, as mandated by the Rehabilitation Service Administration (RSA).	
Goal Area (I) Target	
Increase economic self-sufficiency for people with disabilities through competitive employment.	
Goal Area (I) Annual Summary	Period: SFY 2014
Goal Area (I) Progress & Milestones	
MRC exceeded Goal Area I by placing 3,653 individuals into competitive employment in SFY 2014. VR trainings and e-Learnings offered meaningful opportunities for professional development to MRC VR managers and supervisors. 16 VR interns were placed into VR staff positions at MRC. The Federal Hiring Initiative, in partnership with the Office of Federal Contract Compliance Programs (OFCCP), expanded into a multisite one day event and placed 101 individuals into competitive employment, exemplifying ongoing innovation in the MRC VR division. MRC successfully implemented further releases of the MRC Information System (MRCIS), which continues to provide valuable improvements in web based management and reporting of VR caseload data.	
Goal Area (I) Challenges	
The national and regional economic situation continues to be a challenge to the placement and employment of VR program participants, especially with regard to the general, falling labor force participation of individuals with disabilities. The VR division faces resource challenges due to the uncertain nature of future federal budget negotiations, the threat of future budget sequestration, and possible changes in federal oversight and grant distribution. The VR division also faces challenges in staff attrition and aging, which it has attempted to address with strategic initiatives such as the VR Intern program.	
Goal Area (I) Comments & Next Steps	
The VR division will continue to develop ambitious workforce initiatives, such as the Federal Hiring Event with the OFCCP, and strategic partnerships with public and private entities that allow, for example, targeted training opportunities for VR participants interested in pursuing health care positions. The VR division will continue to focus on youth transition issues and on the growing proportion of VR applicants from lower age groups. The MRC VR division will continue to seek out best practices and technical assistance from peer agencies and institutions, and the Rehabilitation Services Administration.	

Target Goal (I)1.2	
By 6/30/14, MRC will successfully place 3,498 individuals with significant disabilities into competitive employment for 90 days or greater.	
Target Goal (I)1.2 Strategies	
The MRC has developed the following strategies relating to Goal Area (I) <i>(described in detail in the MRC SFY 2013-2015 Strategic Plan)</i> : A. Comprehensive Marketing Strategy; B. Utilize MRC Vendor Community through CIES System; C. Staff training on placement & employment.	
Target Goal (I)1.2 Measurement	Target Goal (I)1.2 Status
Total number of successful employment outcomes (individuals with significant disabilities into competitive employment for 90 days or greater) obtained by MRC consumers.	MRC exceeded target goal (I)1.2 by a wide margin, placing 3,653 individuals into competitive employment opportunities in SFY 2014.
	Source: MRCIS
Target Goal (I)1.2 Key Progress & Milestones	
<ul style="list-style-type: none"> • The MRC implemented the 2nd Annual MRC/OFCCP Federal Contractor Hiring Event • The Employer Account management was improved and expanded • The web based MRCIS system was improved and enhanced • The Good News Garage donated vehicle program continued to assist MRC VR consumers • CareerScope VR software licenses were updated for MRC staff • The pilot Worcester Summer Youth Intern pilot program placed 16 participating interns • New vendors were found for the Competitive Integrated Employment Services program • MRC established an industry based pharmacy Technician Training program in collaboration with CVS Caremark and achieved the 1st graduating class • MRC established an online industry based skills assessment and training initiative • The Resumate job matching and tracking software was upgraded. 	
Target Goal (I)1.2 Challenges	
<ul style="list-style-type: none"> • Continuing agency-wide staff attrition • State and federal budgetary factors (such as sequestration) • Disadvantageous Federal funding formula for MA • Cost of living, housing and transportation negatively impacting consumer outcomes 	
Target Goal (I)1.2 Comments & Next Steps	

- Continue to utilize VR Youth Summer Internship programs for youth consumers
- Continue to utilize VR graduate student internship program for staff development
- Continue to utilize On the Job Trainings and other similar programs to increase employment outcomes.

Target Goal (I)2.2

By 6/30/14, a total of 85% of MRC local area offices will meet or exceed their annual goals for successful employment outcomes.

Target Goal (I)2.2 Strategies

The MRC has developed the following strategies relating to Goal Area (I), described in greater detail in the MRC SFY2013-2015 Strategic Plan:

- A. Comprehensive Marketing Strategy
- B. Utilize MRC Vendor Community through CIES System
- C. Staff training on placement & employment

Target Goal (I)2.2 Measurements

Number of area offices achieving target divided by total number of area offices (# of offices achieving target ÷ by 25 MRC area offices)

Target Goal (I)2.2 Status

MRC exceeded target goal (I)2.2 by having 96% of all area offices reach their employment outcome goals.

Source: MRCIS

Target Goal (I)2.1 Key Progress & Milestones

- 96% of MRC VR area offices met their goals for employment outcomes.
- MRC Achieved higher wages for people with disabilities
- MRC Achieved continued increases in consumer employment outcomes through the efforts of the JPS/ESS staff.
- MRC continues to achieve percentage increases in OJT employment outcomes.

Target Goal (I)2.1 Challenges

- General agency-wide staff attrition
- State and federal budgetary factors (such as sequestration)
- Federal funding formula and guidelines
- Cost of living, housing and transportation negatively impacting consumer outcomes
- Reauthorization of the WIOA and associated repercussions to IT and management systems

Target Goal (I)2.1 Comments & Next Steps

- Adjust vendor contracts based on performance to maximize employment outcomes

<ul style="list-style-type: none"> • Continue staff training programs • Improve performance on Federal standards and indicators • Plan and formulate the creation of an MRC data dashboard • Continue to enhance the MRCIS web based management system to evaluate non CIES vendor performance, such as educational institutions and other training programs. 	
<p align="center">Strategic Goal Area (II) Community First/MRC Community Living</p>	
Goal Area (II) Statement	
Increase the number of individuals with disabilities who receive services and supports that allow them to transition back to the community from institutional settings and/or remain stable and able to function as independently as possible within their home and community.	
Goal Area (II) Target	
Maximize community living opportunities for people with disabilities utilizing a Community First strategy.	
Goal Area (II) Annual Summary	Period: SFY 2014
Goal Area (II) Progress & Milestones	
The CL division actively served 11,698 individuals in the community, exceeding the plan target by 212 individuals. The ARRA part C projects were in the process of being successfully completed. The CL division successfully implemented a housing and homelessness survey to measure MRC staff opinions regarding consumer's housing and homelessness needs and challenges. TAP programs provided functional skills training to youth with disabilities. MRC brain injury staff continued to successfully engage in outreach to veterans. Protective Services staff provided individuals with information and resources that allowing them to establish their independence and to no longer rely on abusive caregivers, and the CL Home Care maximized resources to provide increased services allowing individuals to remain at home and out of institutions.	
Goal Area (II) Challenges	
<ul style="list-style-type: none"> • Economic challenges create uncertainty with Federal and state funding • Long term workforce retirement will be challenging • Long term space needs • Enhancement of new CL data warehouse 	
Goal Area (II) Comments & Next Steps	

- Work with OOM and EHS to rollout two new home and community based waivers to support 200 individuals transitioning from long term care facilities into the community
- Collaborate with EOHHS in submitting for 811 funding to increase affordable and accessible housing
- Continue to utilize available resources to maximize community living opportunities for people with disabilities utilizing a Community First strategy.

Target Goal (II)1.2

By 6/30/14, 11,475 consumers will receive the services necessary to live in the community.

Target Goal (II)1.2 Strategies

Refer to MRC 2013-2015 Strategic Plan

Target Goal (II)1.2 Measurement

Calculated from the number of MRC consumers, including waiver participants, who transitioned into the community and the number of CL program consumers who received services/supports to remain in the community.

Target Goal (I)1.2 Status

MRC exceeded target goal (II)1.2 by 223 individuals, with 11,698 CL consumers receiving MRC CL services through 6/30/14.

Source: MRC CL data warehouse

Target Goal (II)1.2 Key Progress & Milestones

The CL division successfully implemented a housing and homelessness survey to measure MRC staff opinions regarding consumer's housing and homelessness needs and challenges. TAP programs provided functional skills training to youth with disabilities. MRC brain injury staff continued to successfully engage in outreach to veterans. Protective Services staff provided individuals with information and resources that allowing them to establish their independence and to no longer rely on abusive caregivers, and the CL Home Care maximized resources to provide increased services allowing individuals to remain at home and out of institutions. MRC successfully obtained a federal grant through the Health Resources and Services Administration (HRSA) for improving systems of care for elders with Traumatic Brain Injury (TBI). In partnership with the Carl and Ruth Shapiro Family Foundation and Spaulding Rehabilitation Hospital, MRC launched the REquipment Assistive Technology (AT) reuse program to assist individuals with disabilities in Massachusetts in receiving no/low cost medical equipment.

Target Goal (II)1.1 Challenges

<ul style="list-style-type: none"> • Economic challenges create uncertainty with Federal and state funding • Long term workforce retirement will be challenging • Long term space needs • Enhancement of new CL data warehouse
Target Goal (II) 1.1 Comments & Next Steps
<ul style="list-style-type: none"> • Continue developing two new ABI nonresidential and MFP waivers to support individuals transitioning from long term care facilities into the community • Collaborate with the EOHHS in submitting for 811 funding to increase affordable/accessible housing • Continue to utilize available resources to maximize community living opportunities for people with disabilities utilizing a Community First strategy.

Strategic Goal Area (III) Effective Government/MRC Disability Determination Services	
Goal Area (III) Statement	
Provide effective and efficient public service by maximizing the number of determinations for Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) claimants with the highest level of quality as measured by Social Security Administration performance accuracy.	
Goal Area (III) Target	
Effectively and efficiently determine eligibilities for Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) claimants.	
Goal Area (III) Annual Summary	Period: SFY 2014
Goal Area (III) Progress & Milestones	
DDS enhanced the use of technologies and electronic processes currently available and improved accuracy by working to strengthen the development and adjudication skills of all staff.	
Goal Area (III) Challenges	
<ul style="list-style-type: none"> • Federal government shutdown • Budget sequestration • Failure to pass a Federal budget or Continuous Resolution • Impact of Federal hiring freeze 	

Goal Area (III) Comments & Next Steps

Effectively and efficiently determine eligibilities for Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) claimants. Continue to strategize on achieving effective and efficient public service.

Note DDS figures are compiled on a federal fiscal year schedule and DDS goals are set by the Social Security Administration (SSA). Goal Area III target goals in the MRC Strategic Plan used estimates from DDS staff and have been updated in this report to reflect the actual federal fiscal year agency goals set by the SSA (as in target goal III - 1.1).

Target Goal (III)1.2

By FY 9/30/2014 (the federal fiscal year), produce the budgeted workload targets for initial and CDR claims as well as the overall budgeted workload.

Target Goal (III)1.2 Strategies

- DDS will enhance the use of currently available technologies and electronic processes.
- DDS will continually improve accuracy by improving the development and adjudication skills of all staff.

Target Goal (III)1.2 Measurement

Number of actual cases processed divided by the number of projected cases to be processed.

Target Goal (III)1.2 Status

In FY 2014, DDS met target (III)1.2 by exceeding the targets for a budgeted workload for:

- **initial claims** (target = 49,020, actual = 52,993);
- **CDRs** (target = 9,075, actual = 9,150);
- and **total claims** (target = 85,020, actual = 86,190).

Source: SSA data

Target Goal (III)1.2 Key Progress & Milestones

In FY 2014, DDS achieved a budgeted workload for initial claims and CDR claims as well as an overall budgeted workload, exceeding targets for initial claims, CDRs and total claims.

The DDS division produced 56,716 initial claims, 9,150 continuing review claims, and an overall workload of 86,190

Target Goal (III)1.2 Challenges

- Federal government shutdown
- Budget sequestration
- Failure to pass a Federal budget or Continuous Resolution
- Impact of Federal hiring freeze

Target Goal (III)1.2 Comments & Next Steps

Despite challenges in SFY 2014, the MRC DDS division achieved the target goal. MRC will continue to provide effective and efficient public service by maximizing the number of determinations for Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) claimants with the highest level of quality as measured by Social Security Administration performance accuracy.

Target Goal (III)2.2

By 6/30/14, exceed SSA performance accuracy goal for accuracy of decisions of 90.6%.

Target Goal (III)2.2 Strategies

- DDS will enhance the use of technologies and electronic processes currently available.
- DDS will continually improve accuracy by improving the development and adjudication skills of all staff.

Target Goal (III)2.2 Measurements

Number of cases returned by review components divided by number of cases reviewed.

Target Goal (III)2.2 Status

MRC DDS exceeded the target goal by achieving an accuracy of decisions rate of 96.7%.

Source: SSA data

Target Goal (III)2.2 Key Progress & Milestones

MRC DDS surpassed Target Goal (III) 2.2 by achieving an accuracy rate of 96.7%, surpassing the FY 2013 rate by about 2% and the FY 2013 accuracy rate by 6%.

Target Goal (III)2.2 Challenges

<ul style="list-style-type: none"> • Federal government shutdown • Budget sequestration • Failure to pass a Federal budget or Continuous Resolution • Impact of Federal hiring freeze 	
Target Goal (III)2.2 Comments & Next Steps	
<p>The MRC DDS division will continue to provide effective and efficient public service by maximizing the number of determinations for Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) claimants with the highest level of quality as measured by Social Security Administration performance accuracy.</p>	
<p align="center">Strategic Goal Area (IV) Effective Government/MRC Administration & Finance Office for Financial Management & Budget (OFMB)</p>	
Goal Area (IV) Statement	
<p>The MRC Office for Financial management and Budget (OFMB) will furnish effective budgeting, contracting, internal controls, and financial supports to the entire agency to assist in supporting its mission and vision.</p>	
Goal Area (IV) Target	
<p>Furnish effective budgeting, contracting, internal controls, and financial supports to the entire agency to assist in supporting its mission and vision</p>	
Goal Area (IV) Annual Summary	Period: SFY 2014
Goal Area (IV) Progress & Milestones	
<ul style="list-style-type: none"> • The MRC Internal Control Plan was completed and implemented. • An MRC risk analysis was completed as part of the MRC internal control plan • A framework for a comprehensive paperless management system was developed by the MRC OFMB by 6/30/2014 and initial paperless process were enacted. 	
Goal Area (IV) Challenges	

- Staff attrition
- Federal funding formula
- Federal sequestration of funds
- Implementation of new federal reauthorization legislation, the Workforce Innovation and Investment Act (WIOA).

Goal Area (IV) Comments & Next Steps

- Connect MRCIS fiscal data to MMARS database through the development of additional activity codes
- Continue to work on a paperless system and reducing MMARS transactions
- Implementation of WIOA programmatic and fiscal regulations

Target Goal (IV)1.2

By 6/30/14, MRC will develop a paperless process for fiscal business processes.

Target Goal (IV)1.2 Strategies

The Fiscal Department will continue to work with MRC management and technical development professionals towards achieving paperless process for fiscal business processes

Target Goal (IV)1.2 Measurement

Completion of paperless system deliverable by the target date.

Target Goal (IV)1.2 Status

Target Goal (IV) 1.2 was achieved in SFY 2014 by the development of initial paperless processes

Source: Progress Report

Target Goal (IV)1.2 Key Progress & Milestones

<ul style="list-style-type: none"> • A framework for paperless processes was developed by the MRC fiscal department and a feature to automate staff travel reimbursements is underway. • Project management on internal controls were successfully completed • Internal Control Plan was developed, implemented and distributed to staff on time
Target Goal (IV)1.2 Challenges
<ul style="list-style-type: none"> • Staff attrition • Federal funding formula • Federal sequestration • Federal budget or Continuous Resolution
Target Goal (IV)1.2 Comments & Next Steps
<ul style="list-style-type: none"> • Connect fiscal data to MRCIS • Complete risk analysis process • Continue to work on a paperless system for staff travel reimbursement, and reducing MMARS transactions

Strategic Goal Area (V) MRC/Cluster Strategic Plan Initiatives	
Goal Area (V) Statement	
The MRC will maximize the number of individuals with disabilities who receive services that will assist them in their efforts to live and work in their communities throughout the Commonwealth of Massachusetts.	
Goal Area (V) Target	
Complete selected initiatives that assist MRC with the goal of working with individuals to achieve independent living and work in the community.	
Goal Area (V) Annual Summary	Period: SFY 2014
Goal Area (I) Progress & Milestones	

<ul style="list-style-type: none"> • MRC Served over 100 individuals with TBI who are in their homes or other community settings including 24/7 residential services. • MRC implemented a successful Federal Hiring Initiative resulting in 101 placements. • MRC implemented a successful 2014 Youth Leadership Forum, with all Delegates achieving a completion certificate. 	
Goal Area (V) Challenges	
<ul style="list-style-type: none"> • TBI programmatic goals are impacted by the availability of resources • Challenges of meeting Federal Hiring Initiative goals in uncertain employment/economic conditions • Economic challenges with sustainable funding resources for Youth Leadership Forum 	
Goal Area (V) Comments & Next Steps	
<ul style="list-style-type: none"> • Continue to maximize quality services delivered to consumers in the TBI program • Continue to build on success of the 2013 Federal hiring Initiative by placing MRC consumers into successful employment through one day federal contractor employment events occurring throughout the Commonwealth of Massachusetts. • Continue to develop the Youth Leadership Forum to provide youth with disabilities in the Commonwealth of Massachusetts with leadership, self-determination and employment skills 	
Target Goal (V)1.1	
Serve 100 individuals with TBI who are in their homes or other community settings including 24/7 residential services.	
Target Goal (V)1.1 Strategies	
Serve 100 individuals with TBI who are in their homes or other community settings including 24/7 residential services.	
Target Goal (V)1.1 Measurement	Target Goal (V)1.1 Status

Calculated from the number of MRC consumers, including waiver participants, who transitioned into the community and the number of TBI program consumers who received services/supports to remain in the community.	MRC achieved target goal (V)1.1 by serving 100 individuals with Traumatic Brain Injuries in SFY 2014. Source: CL database
Target Goal (V)1.1 Key Progress & Milestones	
The MRC TBI program slots was full throughout SFY 2014, maximizing utilization.	
Target Goal (V)1.1 Challenges	
<ul style="list-style-type: none"> • Challenges with long term staff turnover due to retirements • Challenges and uncertainties regarding long term federal budget determinations 	
Target Goal (V)1.1 Comments & Next Steps	
Continue to maximize the utilization of available program services assisting individuals with TBI to live in their communities throughout the Commonwealth of Massachusetts.	

Target Goal (V)1.2	
Federal Hiring Initiative with the Office of Federal Contract Compliance Program (OFCCP)	
Target Goal (V)1.2 Strategies	
<ul style="list-style-type: none"> • Partner with the OFCCP to hold a one day federal hiring event • Use new and existing relationships with federal contractors to provide special access to their federal jobs to MRC placement staff and consumers. • Prepare MRC consumer consumers for successful interviewing and presentation skills needed for the one day event 	
Target Goal (V)1.2 Measurement	Target Goal (V)1.2 Status

Achieve a goal of 30% for the number of MRC consumers interviewed by employers in the 2013 Federal Hiring Initiative divided by the number of consumers successfully employed by employers as a result of the Hiring Initiative, through 6/30/13.	<p>The target goal was exceeded by the MRC. The ratio of consumer hires to interviews was 41% (109 hires out of 263 interviews).</p> <p>Source: program data</p>
Target Goal (V)1.2 Key Progress & Milestones	
<ul style="list-style-type: none"> Over 50 contractors and 263 MRC consumers took part in 3 state wide events. 101 MRC consumers were placed into employment and 79 achieved successful employment outcomes, maintaining their employment for 90 days or more (as of 9/30/2014). The average wage is \$13.81 per hour The average work hours are 29 hours per week. 	
Target Goal (V)1.2 Challenges	
<ul style="list-style-type: none"> Event space & logistics Interview time Federal sequestration may affect potential employers Staffing resources challenged by replicating the event across multiple sites 	
Target Goal (V)1.2 Comments & Next Steps	
<ul style="list-style-type: none"> Identify event and schedule an accessible space. Recruit employers Identify employment openings and skills required. Identify consumers and their skills and match them available openings. Capitalize on new Federal regulations requiring a 7% hiring target for individuals with disabilities at Federal contractors. Evaluate lessons learned of 2014 event and continue to expand and enhance the event for 2015 in multiple locations. 	

Target Goal (V)1.3	
MRC Summer Youth Leadership Initiative: achieve an 100% completion rate for Youth Leadership Forum delegates	
Target Goal (V)1.3 Strategies	
Continue to partner with Easter Seals and Bridgewater State University to provide youth with disabilities leadership, self-determination and employment skills and opportunities.	

Target Goal (V)1.3 Measurement	Target Goal (V)1.3 Status
The number of participating Summer Youth Forum delegates divided by the number of delegates that successfully receive a completion certificate.	MRC achieved the target goal, with 100% of the Youth Leadership Forum Delegates (36) successfully achieving a completion certificate
	Source: CL Division
Target Goal (V)1.3 Key Progress & Milestones	
In the 2014 Youth Leadership Forum there were approximately 80 applicants, 10 peer leaders, 36 delegates, and 14 staff captains participating in a successful three day event at Bridgewater State University. All delegates successfully completed the program and received certificates.	
Target Goal (V)1.3 Challenges	
<ul style="list-style-type: none"> • Uncertainty of year-to-year continuation of Federal reallottment funding • Uncertainty of alternative and sustainable long-term program funding stream 	
Target Goal (V)1.3 Comments & Next Steps	
Continue to develop the Summer Youth Leadership Forum as a means of fostering leadership skills and employment for youth with disabilities.	



VOCATIONAL REHABILITATION SERVICES

Year in Review

July 1, 2013 – June 30, 2014

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Massachusetts Rehabilitation Commission

3,653 citizens with disabilities have been

Who Are Our Consumers?

Psychiatric Disabilities

37.6%

Appendix B: CL Facts at a Glance



COMMUNITY LIVING SERVICES

Year in Review
July 1, 2013 – June 30, 2014

Consumers Served Community Living Programs	
Independent Living Centers*:	6,070
Turning 22 Services:	613
Assistive Technology:	1,073
Housing Registry:	391
Supported Living Services:	190
Brain Injury Services:	1,418
Home Care Services:	1,279
Protective Services:	417
ABI/MFP Waivers:	247

Services Purchased Community Living Programs	
Independent Living Centers:	\$8,273,025
IL Turning 22 Services:	\$1,385,265
Assistive Technology:	\$1,139,998
Housing Registry:	\$80,000
Supported Living Services:	\$1,811,597
Brain Injury Services:	\$32,049,884
Home Care Services:	\$3,353,342
Protective Services:	\$706,582

**State Funded Services Only*

FACTS AT A GLANCE

The goal of our services is to promote dignity through employment and community living, one person at a time. We hope all citizens with disabilities in Massachusetts will have the opportunity to contribute as a productive member of their community and family as a result of services provided by the MRC.

Total consumers actively receiving services:	11,698
Total funds expended:	\$48,799,693
Cost per consumer served:	\$4,172

Appendix C: DDS Facts at a Glance



Year in Review October 1, 2013 – September 30, 2014

SSI/DI Claims Processed Disability Determination Services	
Total Receipt of Cases:	83,691
Total Disposition of Cases:	86,190
Initial Claims Filed:	52,993
Initial Claims Disposed:	56,716
% Allowed:	40.1%
CDR Receipts:	11,402
CDR Dispositions:	9,150
Accuracy of Decisions:	96.7%

Purchased Services	
Consultative Examinations Purchased:	20,644
Consultative Examination Rate:	24.0%
Medical Evidence of Record Purchased:	78,473
Medical Evidence of Record Rate:	91.0%
Total Medical Costs:	\$8,241,668
Massachusetts SSI/SSDI Summary	
Total MA Population:	6.69M
MA SSI Recipients, 2013:	187,998
MA SSDI Recipients, 2013:	233,260
Annual SSDI Benefits Paid:	\$3.19B
Annual SSI Benefits Paid:	\$1.16B

FACTS AT A GLANCE

The Massachusetts Rehabilitation Commission (MRC) promotes equality, empowerment and independence of individuals with disabilities. These goals are achieved through enhancing and encouraging personal choice and the right to succeed or fail in the pursuit of independence and employment in the community.

The MRC provides comprehensive services to people with disabilities that maximize their quality of life and economic self-sufficiency in the community.

Total Budget:	\$45,222,629
Cost Per Case:	\$524.69
Total Disposition of SSI/DI Cases:	86,190
Accuracy of Initial Decisions:	96.7%
Federal Accuracy of Decision Standard:	90%



Massachusetts Rehabilitation Commission Strategic Plan/Goals – SFY2013 – SFY2015 August 15, 2012



Mission and Vision Statement

Mission:

The Massachusetts Rehabilitation Commission (MRC) promotes equality, empowerment and independence of individuals with disabilities. These goals are achieved through enhancing and encouraging personal choice and the right to succeed or fail in the pursuit of independence and employment in the community.

Vision:

The MRC provides comprehensive services to people with disabilities that maximize their quality of life and economic self-sufficiency in the community.

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Overall Key Strategic Agency Objectives

I. Employment and Economic Self Sufficiency/MRC Vocational Rehabilitation

Increase economic self-sufficiency for people with disabilities through competitive employment.

II. Community First/MRC Community Living

Maximize community living opportunities for people with disabilities utilizing a Community First strategy.

III. Effective and Efficient Government/MRC Disability Determination Services

Effectively and efficiently determine eligibilities for Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) claimants.

IV. Effective and Efficient Government/MRC Administration and Finance

Furnish effective budgeting, contracting, internal controls, and financial supports to the entire agency to assist in supporting its mission and vision.

V. MRC/Cluster Strategic Initiatives

The MRC will maximize the number of individuals with disabilities who receive services and supports that allow them to transition back to the community from institutional settings.

MRC's Target Goals 2013-2015

- The following slides represent MRC's projected outcomes for fiscal year 2013-2015. Each goal has a measurable projected outcome which is stated in the description and measurement box of each. Each division has its own strategic goals which are broken down by fiscal year through 2015 and includes strategies to assist toward meeting these goals.



I. Strategic Goal Area: Employment and Economic Self Sufficiency/MRC Vocational Rehabilitation

- **Goal/Outcome Statement:** The MRC will maximize the number of vocational rehabilitation consumers who secure and maintain competitive employment opportunities, at or above minimum wage, as mandated by the Rehabilitation Service Administration (RSA).
- **SFY'2013 Annual Target:** By 6/30/13, MRC will successfully place 3,488 individuals with significant disabilities into competitive employment for 90 days or greater.
- **SFY'2013 Annual Target:** By 6/30/13, a total of 85% of MRC local area offices will meet

Measure	Frequency	Unit	Performance Direction	Target	Person Responsible	Related Tag(s)	Data Source	Notes/Indicator
1.1 Number of Successful Consumers Employment Outcomes	Annually	Number	Above Target	3,488 – FY13 3,488 – FY14 3,308 – FY15	Joan Phillips	1.2.1, 1.3	MPCS	Total actual number of Successful Employment Outcomes
1.2 Percent of Offices Achieving Employment Outcome Goal	Annually	Percent	Above Target	85% - FY13 85% - FY14 80% - FY15	Joan Phillips	1.2.1, 1.3	MPCS	Number of Area Offices achieving their goal divided by total number of Area Offices

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II. Strategic Goal Area: Community First/ MRC Community Living

- **Goal/Outcome Statement:** Increase the number of individuals with disabilities who receive services and supports that allow them to transition back to the community from institutional settings and/or remain stable and able to function as independently as possible within their home and community.
- **SFY2013 Annual Target:** By 6/30/13, 11,425 consumers will receive the services necessary to live in the community.

Measure	Frequency	Unit	Performance Objective	Target	Period: 8/25/09-8/22	Source: Target(s)	Data Source	Measurement
II.1 Number of Consumers Served in MRC Community Living Programs	Annually/ Quarterly	Number	Above is good	11,425 - FY13 11,475 - FY14 11,525 - FY15	09018 Earmen	II.1.2, II.1.3	Community Living Database	Total number of consumers served in Community Living Programs

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III. Strategic Goal Area: Effective Government/ MRC Disability Determination Services

- **Goal/Outcome Statement:** Provide effective and efficient public service by maximizing the number of determinations for Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) claimants with the highest level of quality as measured by Social Security Administration performance accuracy.
- **SFY'2013 Annual Target:** By 9/30/2012 produce 57,635 initial claims, 11,276 continuing review claims, and an overall workload of 92,631 claims. By FY 9/30/2013, produce the budgeted workload for initial and CDR claims as well as the overall budgeted workload.
- **SFY'2013 Annual Target:** By 9/30/2013, exceed SSA performance accuracy goal for accuracy of decisions of 90.6%.

Measure	Frequency	Unit	Performance Description	Target	Primary Responsible	Relevant Tagset(s)	Data Source	Methodology
III.1 Percent of Initial Claims, Continuing Review Claims, Total Workload of Claims	Annually/ Monthly	Percent	Above Target is Good	100% - FY13 100% - FY14 100% - FY15	Barbara Kinney	III.1.2 III.1.3	SSA Database	Number of actual cases processed by category divided by the number of cases to be processed by category
III.2 Percent of Claims Processed Accurately	Annually/ Quarterly	Percent	Above Target is Good	90.6% - FY13 90.6% - FY14 90.6% - FY15	Barbara Kinney	III.2.2 III.2.3	SSA Database	Number of cases reviewed by review components divided by number of cases reviewed

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IV. Strategic Goal Area: Effective Government/ MRC Administration & Finance

- **Goal/Outcome Statement:** Furnish effective budgeting, contracting, internal controls, and financial supports to the entire agency to assist in supporting its mission and vision.
- **SFY2013 Annual Target:** By 6/30/13, the Fiscal Department will have a complete, documented functional internal control process that will ensure compliance and transparency.

Measures	Frequency	Unit	Performance Description	Target	Person Responsible	Strategy	Data Source	Metricology
IV.1.1 Percent of Internal Control Work Plan Completed by Target Date	Quarterly	Percent	On Target is Good	300% - FY13	Robert Perry	Continue to build upon the existing internal controls with enhancements from best practices and outside events	Internal Control Plan Deliverable	Percent of objectives completed
IV.1.2 Percent of Paperless System Deliverable Completed by Target Date	Quarterly	Percent	On Target is Good	100% - FY14	Robert Perry	MRC will implement a paperless process system for fiscal transactions.	Progress Report	Percent of objectives completed
IV.1.3 Percent Reduction in Individual Transactions Compared to Prior Fiscal Year MWRMS	Quarterly	Percent	On Target is Good	30% - FY15	Robert Perry	Reduce the amount of individual MWRMS transactions	MWRMS	This amount of individual MWRMS transactions year -to-date divided by the target number of transactions in previous fiscal year to date

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V. Strategic Goal Area: MRC/Cluster Strategic Initiatives

- **Goal/Outcome Statement:** The MRC will maximize the number of individuals with disabilities who receive services and supports that allow them to transition back to the community from institutional settings.
SFY'2013
- **Annual Target:** By end of the waiver year, serve 100 people with TBI, 115 MFP Community Living Waiver participants, 60 MFP Residential Support Waiver participants and 440 elderly.

Measure	Frequency	Unit	Performance Direction	Target	Person Responsible	Measure Summary	Data Source	Measure Goal
Number of Ol Participants Enrolled to Date	Annually/ Quarterly	Number	On target is good	913-100 913-100 913-100	Debra Kanne	V.1.1, V.1.3, V.1.4	OL Data Base	Total number of consumers served in OLCS waiver programs
Number of MFP Waiver Participants Enrolled to Date*	Annually/ Quarterly	Number	On target is good	913-115 913-115 913-115	Debra Kanne	V.1.1, V.1.3, V.1.4	MFP Data Base	Total number of Ol, Waiver participants served in MFP demonstration and waiver programs
Number of MFP Waiver Participants Enrolled to Date*	Annually/ Quarterly	Number	On target is good	913-115 913-115 913-115	Debra Kanne	V.1.1, V.1.3, V.1.4	MFP Data Base	Total number of Residential Support Waiver Participants served in MFP demonstration and waiver programs
Number of MFP Demonstration Consumers Served to Date*	Annually/ Quarterly	Number	On target is good	913-440 913-440 913-440	Debra Kanne	V.1.1, V.1.3, V.1.4	MFP Data Base	Total number of elderly and persons with disabilities served in MFP demonstration
These will begin in early 2013 pending approval of application*								

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Integrating Strategic Planning and EHS Results

Into MRC Operations

- Goals and strategies are developed and reviewed by the Commissioner and senior staff on an ongoing basis
- Assistant Commissioners review EHS Results outcomes
- EHS Results are shared at management and staff meetings to monitor progress and make adjustments as required
- Informational fact sheets are developed based on EHS Results outcomes and distributed to stakeholders

Next Steps

- Implement strategies to achieve goals
- Track progress towards achieving goals as outlined in MRC's strategic plan.
- Utilize a continuous improvement process to continually improve the effectiveness and efficiency of agency operations and services to MRC consumers utilizing the Plan, Do, Study, Act (PDSA) quality improvement model
- Update and refine strategic plan and goals as needed on a regular basis.
- MRC's strategic plan and results is shared with management, staff, and other stakeholders on a regular basis.

MRC Research, Development and Performance Management Department
2014 VR Needs Assessment Focus Group Summary:
Methodology, Implementation and Findings

Summary

This year, MRC continued the process of conducting consumer focus groups as a component of the Comprehensive Statewide Needs Assessment Process. In 2013, MRC successfully piloted a focus group at the MRC Annual Consumer Conference. The feedback from the 2013 focus group was included in the 2013 Needs Assessment Report and complemented many of its findings and recommendation. Based on this success, MRC held its second annual focus group at the 2014 Consumer Conference as part of the Needs Assessment Process which is conducted in collaboration with the SRC Comprehensive Statewide Needs Assessment Committee. MRC worked in collaboration with the Needs Assessment Subcommittee to review and revise the questions to be used in the focus group and to develop the plan for conducting the focus group. The detailed plan included arranging for space for the focus group and a registration table, recruitment and collecting of registration information, arranging for accommodations that consumers might require such as CART Reporters or ASL interpreters, and other important logistics.

The focus group was held at the 2014 Annual Consumer Conference on June 19, 2014 at the Four Points Sheraton Hotel in Norwood, MA. Once again, the focus group was intended to complement the annual vocational rehabilitation needs assessment survey by providing an additional source for gathering consumer opinions on their needs as well as to make use of the opportunity to engage with a large number of MRC consumers. The focus group was conducted by staff of the MRC Research, Development, and Performance Management Department (R&D).

The 2014 one day conference format posed potential challenges to focus group recruitment compared to the 2013 two-day conference format where recruitment was conducted on the first day and the focus group on the second day. Despite these challenges, focus group recruitment achieved similar results to 2013 and provided a very adequate number of participants. These recruitment results suggest that the focus group can be executed in varying circumstances using basic preparation and strategies. The themes from the feedback obtained through the focus group once again mirrored many of those arising in the 2013 Needs Assessment as well as other reports.

Focus Group Methodology and Recruitment

The focus group was scheduled for 2pm on the day of the conference in a dedicated room near the breakout session rooms. This placed the focus group in the break period between the end of the working lunch keynote speaker and the beginning of the afternoon breakout sessions. This time was chosen to allow consumers to participate in the focus group without missing any

breakout session as well as to allow for recruitment of consumers during the registration and morning break periods.

Recruitment for the focus group was conducted in several different methods. Consumers were invited to participate in the focus group through an electronic announcement sent to all MRC consumers prior to the conference by MRC Consumer Involvement staff. MRC VR counseling staff were also notified of the focus group so they could inform their consumers.

The R&D team also staffed a centrally located dedicated exhibitor's table with the goal of engaging consumers and to actively recruit for the focus group. Additionally, the R&D team posted materials advertising the focus group around the conference venue on the morning of the event. Posted materials stipulated that the focus group was intended for MRC VR consumers as the conference also included consumers from the Massachusetts Commission for the Blind and the Massachusetts Commission on the Deaf and Hard of Hearing. Finally, an announcement regarding the VR focus group was made during the working lunch session. Any The questions were made available ahead of time at the exhibitor table and were passed out at the start of the focus group to give consumers an idea of what would be discussed. Questions were based on those contained in the Needs Assessment Survey.

Due to the fact that the conference was running approximately 30 to 45 minutes late by the 2pm scheduled start time for the focus group, the focus group did not officially start until 2:30pm. Informal dialogue did begin prior to the formal start of the focus group. The focus group lasted approximately 75 minutes after its official start, and ended at approximately 3:45pm. A total of 14 consumers participated in the focus group. This remained the rough number of participants for the bulk of the focus group, with some people coming and going at intervals. The 14 participants were comprised of a diverse group of individuals in terms of gender, race/ethnicity, and disability.

There were two interpreters in the room to assist those who were deaf or hard of hearing. The Chair of the SRC Needs Assessment Committee acted as an observer, and there was also an observer from the MRC (a district director). Graham Porell from the MRC R&D Department acted as the moderator and Moreno Di Marco from R&D took field notes and observations.

Feedback and Themes Resulting from Focus Group Discussion

Focus group discussion was in-depth and addressed key agency mission goals and issues and the moderator helped to guide discussion based upon the themes and questions in the questionnaire handed out at the beginning of the focus group. Once again, a number of the themes raised in the focus group mirrored those raised in the 2013 Needs Assessment and other reports, including that some consumers would like to see improved communication between MRC counselors and consumers, that consumers can have different experiences with MRC services by area office, that some consumers may not be aware of all of the services options provided by MRC, particularly Community Living services, among others.

- Consumers provided both positive and constructive feedback about their experiences with MRC and the services they received. A consumer discussed how MRC's services have been very effective for her by assisting her to go to college, providing counseling and transportation assistance, and allowing her to refocus her career aspirations as she searches for employment. Another consumer discussed their positive experience receiving assistive technology services from MRC. Several consumers provided constructive feedback about their experiences with MRC and with particular services, and some also expressed confusion over particular policies, guidelines, and processes.
- Consumers expressed differences in both their experiences, and services across different MRC VR offices. Several consumers reported varied experiences across different MRC offices in terms of communication with their counselor, their involvement in the IPE process, service delivery, and overall experience with the agency. Some consumers indicated that they received different messages on service availability and service guidelines from different offices. Refresher training on guidelines and policies for MRC staff may also be useful to assist in ensuring uniformity.
- Some MRC VR consumers are not aware of all the services and resources provided by MRC, including those offered by the Community Living Division. This is consistent with findings from the 2013 Needs Assessment Survey that not all MRC consumers are aware of the service options available to them. It also appears some consumers may be confused or need more information on MRC's appeals process. Several consumers indicated they had received the new Consumer Handbook and that they found it to be useful, while several others did not find it useful. It was recommended that MRC ensure that its VR counselors are fully aware of the full range of MRC services, including Community Living services. There was also discussion about soft skills services that MRC provides internally, through contracted vendors, and through other sources.
- Some consumers indicated they were not aware of the Independent Living Centers in Massachusetts and what they can offer to individuals with disabilities, consistent with the findings from the 2013 Needs Assessment.
- Some consumers expressed difficulty contacting their local MRC VR office and/or staying in contact with their counselor, and/or scheduling appointments. This is also consistent with findings from the 2013 Needs Assessment. Improved communication and more follow-up between counselors and consumers was recommended. Several participants also reported that their counselors seemed extremely busy and short of time and indicated that additional staff resources may assist counselors with their busy workloads.
- Consumers indicated that both phone and email would be preferred and adequate methods of communication with MRC staff.
- Participating consumers provided both positive and constructive feedback about their involvement in the IPE process. Some consumers were very satisfied with their IPE and their involvement in working together with their counselor to develop the road map

towards reaching their employment goals. A few others expressed that they did not feel as involved in their IPE development. Several consumers also felt that they were being directed to accept a different employment goal than their interests. This is worth watching as this may be true for some consumers. This may be a case of confusion on some consumers' part regarding advice/suggestions from counselors on career paths and steps to take to get their foot in the door to gain experience.

- Consistent with the 2013 Needs Assessment findings, participating consumers indicated transportation remains a large issue for many MRC consumers, who are often frustrated with a general lack of transportation resources. Some of the issues discussed were larger, more systematic issues which go well beyond what MRC can offer in terms of transportation and require collaboration on the federal, state, and local levels. Consumers' comments indicate that transportation needs deeply impact some consumers' ability to pursue MRC services, long term employment or the ability to pursue independence. There was also discussion about the MRC Good News Garage program, and difficulty obtaining information on the Massachusetts Transportation Access Pass (TAP) program which allows individuals with disabilities to receive discounted fares on the MBTA and all RTAs across the Commonwealth. It was mentioned that MRC has developed a fact sheet on the TAP pass program and that this has been made available to area offices.
- There was discussion about other benefits and services available to consumers outside of MRC. It was suggested that MRC strengthen its ties with the One Stop Career Centers. Some consumers felt there was a lack of uniformity in general across the many agencies that provide the many services available to individuals with disabilities. There was also discussion about confusion and difficulty with services provided by other agencies outside of MRC. The general consensus is that improved collaboration and communication between agencies on all levels of government would benefit consumers, and that consumers understand that this goes well beyond MRC's control. Efforts by MRC to collaborate with other agencies was also discussed.
- Consumers asked about the Comprehensive Needs Assessment Process and what happens with consumer input through this process. There was a discussion on the Needs Assessment and how consumer input helps drive MRC strategic planning efforts and direct actions which have resulted from consumer input from the Needs Assessment and Consumer Satisfaction Survey such as the new Orientation Video and Consumer Handbook, the extension of the Donated Vehicle Program, among others.

Conclusion and Recommendations

The 2014 focus group was successful in achieving its goals in obtaining consumer input to incorporate as part of the Comprehensive Statewide Needs Assessment process. An adequate number of consumers attending the focus group was achieved in the one-day conference format. The focus group provided the ability to gather rich qualitative data, and the opportunity to speak directly with diverse MRC consumers, and once again demonstrated genuine efforts towards outreach and opinion-gathering efforts on the part of MRC. The information gathered

through the focus group clearly complements that collected in the Needs Assessment survey, the Consumer Satisfaction Survey, and other Needs Assessment components. The findings of the focus group will be incorporated into the 2014 Needs Assessment Final Report along with the findings of the 2014 survey which will be conducted in September 2014. The results suggest that the focus group can be executed in varying circumstances using basic preparation and strategies. It is recommended that MRC and the VR Needs Assessment Committee continue to hold focus groups for the Needs Assessment Annually at the consumer conference or annually at an area office or other site if the conference is not held during a particular year.